

City of Mansfield, Texas  
Annual Operating Budget  
For Fiscal Year  
October 1, 2013 – September 30, 2014



City of Mansfield, Texas  
Annual Operating Budget  
For Fiscal Year  
October 1, 2013 thru September 30, 2014

Program of Services  
For Fiscal Year October 1, 2013 thru September 30, 2014  
As Adopted by the Mansfield City Council

Mayor  
David L. Cook

Mayor Pro-tem  
Stephen Lindsey

City Council  
Cory Hoffman  
Darryl Haynes  
Wendy Burgess  
Brent Newsom  
Larry Broseh

## TABLE OF CONTENTS

How to Read This Document .....	4
Organization Chart .....	5
Mansfield at a Glance .....	6-10
Budget Message .....	11-43
Distinguished Budget Award .....	16
Credits .....	17
Summary of Full Time Equivalent Positions.....	25-28
<b>THE BUDGET PROCESS-PHASES AND DEVELOPMENT</b> .....	30
Budget Calendar .....	31-32
Budget Process .....	33-37
Basis of Budgeting .....	38-43
Investment Policy .....	44-51
Long-Term Financial Plan.....	52-74
<b>MAJOR REVENUES</b> .....	75-85
<b>GOALS AND OBJECTIVES</b>	
Goals and Objectives Statement .....	86
Annual Service Program Goals & Objectives.....	87-93
<b>BUDGET SUMMARY</b>	
Business Matrix .....	94
Combine Budget Summary .....	95
General Fund Summaries and Revenue Sources .....	96-102
Utility Fund Summary and Schedules .....	103-107
Law Enforcement Complex Summaries and Schedules .....	108-109
Drainage Utility Fund Summaries.....	110-112
Special Revenue Fund Summaries: Hotel/Motel, MPFDC, MEDC.....	113-118
Capital Projects Fund: Streets, Utility, Building, Equipment, Construction Funds ....	119-122
<b>DEBT SERVICE FUNDS</b>	
Definition.....	123
Debt Policy .....	123-129
General Obligation Debt Summaries .....	130
Revenue Bond Debt Service: Water & Sewer Debt Summaries .....	131
MPFDC Debt Service Summaries .....	132
MEDC Debt Service Summaries.....	133
Drainage Utility Debt Summaries .....	134
<b>GENERAL FUND</b>	
Definition General Fund .....	135
General Government Division .....	136-148
Business Services Division .....	149-167
Public Safety Division .....	168-210
Planning Division .....	211-218
Development Services Division.....	219-226
Community Services Division .....	227-240
Public Works Division.....	241-251



**ENTERPRISE FUNDS**

Definition Enterprise Fund .....	252
Utility Services Division.....	253-274
Mansfield Law Enforcement Complex .....	275-290
Environmental Services Fund .....	291-294

**SPECIAL REVENUE FUNDS**

Definition Special Revenue Fund .....	295-296
Hotel/Motel Tax Fund.....	297-301
Mansfield Park Facilities Development Corporation Fund .....	302-306
Mansfield Economic Development Corporation Fund. ....	307-311
Tree Mitigation Fund .....	312

**CAPITAL PROJECTS FUNDS**

Definition Capital Projects Fund .....	313-315
Summary of Capital Projects Funds .....	316
Street Construction Fund .....	317-318
Utility Construction Fund .....	319
Building Construction Fund .....	320-321
Parks Construction Fund.....	322
Equipment Replacement Fund.....	323-324

**ATTACHMENTS**

Historical Analysis.....	325
Top Employers.....	326
Acronyms.....	327
Budget Glossary.....	328-336
Annual Operating Budget Vote and Summary.....	337

**ORDINANCES**

Computation of Legal Debt Margin.....	338
Property Tax Rate Schedule.....	339
Tax Rate .....	340-341
Budget Ordinance .....	342-345



## **HOW TO READ THIS DOCUMENT**

You are holding the published City of Mansfield Budget for the fiscal year beginning October 1, 2013 and ending September 30, 2014. This document has been prepared to help you, the reader, learn of the issues affecting the Mansfield community. Many people believe a city budget is only a financial plan. Although you can learn much of the City's financial portfolio, the 2013-2014 budget document has been designed to serve other functions as well. The budget is a policy document as it presents major policies that guide how the City is managed. The budget also is an operational guide that gives the public, elected officials and City staff information pertaining to the production and performance of individual city departments. The budget is designed as a communication device. Information is conveyed verbally and visually in a way that should be easily understood even by those unfamiliar with the City.

### **THE BUDGET FORMAT**

The budget document is divided into four major sections: Introductory, Financial/Operational, Budget Summary and Attachments. The introductory section contains the City Manager's letter addressed to City Council, which explains the major issues and policies that affected the development of the 2014 budget. This section also describes the City's goals, a synopsis of the City's major projects and the City's overall organizational structure.

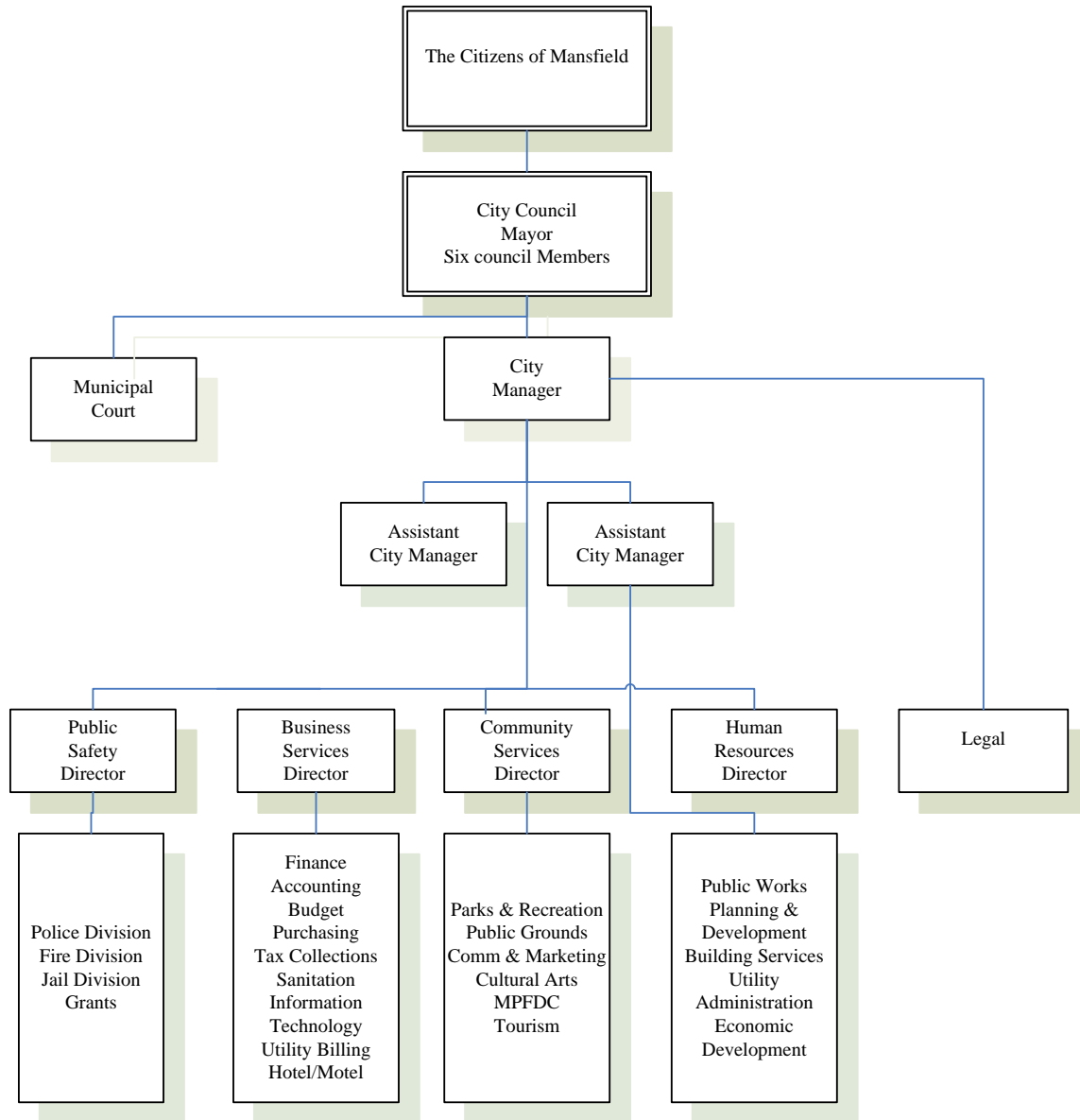
The Financial Operational section describes various aspects of the City's organizational structure as well as fund and department group information. The City uses the fund method of accounting. A fund is a unit that tracks the application of public resources.

For example, the Utility Fund is established to keep track of Revenues and Expenditures within the utility department. Most interest is generated in the General Fund that includes city operations: General Government, Police, Fire, Parks, Planning, Public Works and Community Services. Financial statements are provided for each fund. The financial statement shows the beginning balances, revenues, expenditures, and ending balances for the year. Accompanying the statements are narratives and illustrations that describe the major aspects of a particular fund. Within each fund there may be one or more departments that describe the makeup of each fund. Each department is presented with a mission statement, a brief synopsis of the key departmental increases or decreases, a listing of the unit's accomplishments for the previous fiscal year and operational objectives for the 2013-2014 fiscal year. Selected performance measures for each department are presented. The funding for each department and staffing are summarized for a number of years.

The budget Summary sections provide details on individual funds including Enterprise Funds and Capital Improvement Funds.

Finally, various attachments are presented towards the back of the document which includes adopted budget and tax rate ordinances, major companies, historical analysis of the tax rate, new construction, debt service schedule and Glossary of Terms.

Please contact the City's Business Services Director for questions related to the 2013-2014 Budget Document at 817-276-4262.



## MANSFIELD AT A GLANCE

### COMMUNITY PROFILE

The **City of Mansfield** is located in the southeastern portion of Tarrant County strategically located 25 miles from Dallas and 20 miles from Ft. Worth. Some area of the City extends into Johnson and Ellis Counties. The City is bound by the cities of Arlington on the north, Grand Prairie on the east and Fort Worth on the west. The City enjoys a strategic location connected by U. S. Highway 287 that runs north and south through the city, State Highway 360 that provides a direct connection between the City of Arlington, Grand Prairie and to the Dallas/Fort Worth International Airport.

The City of Mansfield is located approximately 30 minutes from the 4th busiest airport in the country: the Dallas/Ft. Worth International Airport that is directly accessible from State Highway 360. The Trinity Railway System located in Arlington and Grand Prairie provides mass transit availability to the citizens of Mansfield to both Dallas and Ft. Worth. Railroad Freight service is provided by the Union Pacific Railroad

The City of Mansfield population is estimated to approach 59,230 for fiscal year 2013/2014. In addition, the estimated population within a 15 mile radius of the City is estimated to be 1,097,924 based on figures from the North Central Council of Governments. The City has approximately 38.8 square miles of which over 40% remains undeveloped. The typical Mansfield Household earns a household income of approximately \$98,943 and has an average home value of approximately \$175,802. The City of Mansfield is considered one of the fastest growing cities in Tarrant County as estimated by the North Central Council of Governments.

The Mansfield economy is supported by major retail developments including Home Depot, Wal-Mart, Lowe's, Kohl's, Kroger Marketplace and the Target Super Center. Existing industrial businesses including Klein Tools, Solvay Polymers, Pier 1 Imports and Mouser Electronics continue to contribute to the city's tax base. The Mansfield Economic Development Corporation that supports existing and new business through the ½ cent sales tax adopted in 1997 enhances the City of Mansfield's economic development program.

The City is served by the **Mansfield Independent School District**, one of the highest rated school districts in the Dallas/Ft. Worth metropolitan area by the Texas Education Agency. The city currently has seven high schools (Grades 9-12), six middle schools (Grades 7-8), six intermediate schools (Grades 5-6) and 22 elementary schools. The estimated school enrollment for 2013 is expected to approach 32,732 students.

**Higher Education** opportunities include several major colleges and universities including Southern Methodist University, Texas Christian University, University of North Texas, The University of Texas at Arlington, The University of Texas at Dallas, Texas Women's University, Dallas Baptist University, University of Dallas, Baylor University and the Tarrant and Dallas Community College Districts.

**Medical Services** are provided by local hospitals including Mansfield Methodist Medical Center, Arlington Memorial Hospital, Columbia Medical Center-Arlington, Huguley Hospital, Harris Hospital and John Peter Smith County Hospital.



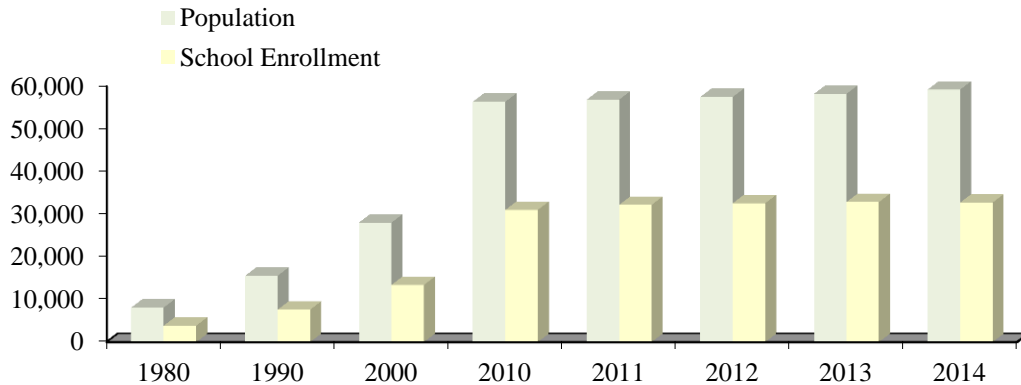
activities for children, adults and senior citizens. In 2001, the City opened a new 17,000 square foot library with state of the art library services. In 2009, the city adopted the Parks, Recreation, Open Space, and Trails Master Plan. The Main Street Theatre, Arts program and the Mansfield Historical Society provide cultural opportunities for the citizens of Mansfield. Local recreation venues include Big League Dreams Sports Park and Hawaiian Falls Water Park.



## KEY DEMOGRAPHICS

<b>Fiscal Year</b>	<b>Annual Population</b>	<b>Median Age</b>	<b>Average Family Income</b>	<b>School Enrollment</b>	<b>Unemployment Rate</b>
1980	8,102	29.5	36,406	3,866	5.00%
1990	15,549	35	40,700	7,600	4.90%
2000	28,031	33.15	42,154	13,418	2.60%
2010*	56,368	32.3	82,037	31,010	8.5%
2011	56,850	32.3	82,037	32,177	8.5%
2012	57,494	32.3	82,037	32,577	8.3%
2013	58,217	32.3	91,618	32,732	7.2%
2014	59,230	32.3	91,959	TBD	5.4%

<b>City</b>	<b>1980 Census</b>	<b>1990 Census</b>	<b>2000 Census</b>	<b>2010 Census</b>	<b>2014 Estimated</b>	<b>Percent</b>
Mansfield	8,102	15,615	28,031	56,368	59,230	5.1%
Arlington	160,113	261,717	332,969	365,438	369,092	1.0%
Ft. Worth	385,164	447,619	534,694	741,206	748,618	1.0%
Tarrant County	860,880	1,170,103	1,446,219	1,809,034	1,863,305	3.0%
Dallas County	1,556,419	1,852,810	2,218,899	2,638,139	2,690,902	2.0%



\*Demographic Data based on the 2010 Census.

**POPULATION**

City of Mansfield	59,230
Tarrant County	1,863,305

**LAND AREA**

38.8 Square Miles

**AGE**

Under 18	31.8%
20-24	4.9%
25-34	12%
35-49	26.5%
45-59	9.0%
50-64	9.3%
65+	6.5%

**HOUSEHOLD INCOME**

\$ 92,915

Less than \$14,999	4%
\$15,000-\$24,999	4%
\$25,000-\$34,999	5%
\$35,000-\$49,999	10%
\$50,000-\$74,999	19%
\$75,000-\$99,999	19%
\$100,000 Plus	39%

**SEX**

Male	49%
Female	51%

**OCCUPATION**

Professional	28%
Managerial	17%
Technician	10%
Sales	10%
Teacher	9%
Manufacturing	9%
Labor	4%
Clerical	3%
Agriculture	1%
Other	9%

**Race**

White	74%
Black	14%
Hispanic or Latin	8%
Other	4%

**HOUSING UNITS**

Residential Units	17,985
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**HOUSING VALUES**

Under \$100,000	2,185
\$100,000-\$149,999	4,093
\$150,000-\$199,999	4,424
\$200,000-\$245,000	2,627
Over \$245,000	2,429
Other	2,227

**SCHOOL YEARS COMPLETED**

High School & Some College	57%
Associate Degree	7%
Bachelor Degree or Higher	36%
Avg. School Years Completed	14

**TOP TAXPAYERS**

Mouser Electronic  
Mid-America Apartments, LP  
XTO Energy, Inc.  
Mansfield KDC  
Oncor Electric Delivery Co.

Wal-Mart Real Estate Business Trust  
Kroger Texas  
Broadstone Towne Crossing  
Klein Tools, Inc.  
Apartment Reit Towne Crossing

*Demographic Information Based On the 2010 Census*





September 11, 2013

*To the Honorable Mayor and Members of the City Council:*

The Administration is pleased to present to you the City of Mansfield's Operating and Capital Improvement Programs for Fiscal Year 2013-2014. This document is a comprehensive in-depth easily readable text that provides the foundation and footing for the entire organization's fiscal activities during the next year. The budget document has been changed to reflect current industry trends using Performance Measurement Data and expanded illustrations to enhance the overall readability of the document.

- *It represents a statement of the City's Fiscal Policies.*
- *It represents a statement of the City's Service Policies.*
- *It accommodates the City's revised Strategic Plan.*
- *It communicates priorities of the citizens, Council, and Management for the Fiscal Year 2013-2014 and the future.*

The accompanying statements and analysis tell a great story about the strength of our economy and the dividends that each citizen is receiving as a result of good planning and good management of fiscal resources. It is a story that has been told many times in the last several years to rating services, to prospective industries, and other agencies. By nature, the budget message contains forward-looking projections. An examination of past projections and estimates add credibility to what is presented.

The City of Mansfield has weathered the economic downturn by our commitment to conservative budgeting practice: including

utilizing one time revenues for one time expenditures, developing new revenue sources, curtailing adding staff except as needed in public safety and reducing operational costs while maintaining current service levels. In our own area economy many cities have been forced to make cutbacks and layoffs because of downturns in their own local economies. This story is contrary to that experience.

We have grown revenue, improved debt ratios, increased financial reserves, expanded the tax base, built the local economy, realized higher per capita incomes and maintained the current tax rate. Our outlook for long term growth is still positive but we remain cautious based on the current economic environment. We will continue to budget both revenues and expenditures conservatively but with anticipated projected increases in both new retail and commercial construction.

City Council working with staff is committed to quality development. This has only been accomplished through the committed effort of many individuals making tough business decisions to ensure our goals to create value are maintained. More specifically, the City Council has been aggressive in establishing impact fees that require new development to pay for its share of new improvements and services. Tough decisions requiring minimum standards in the zoning of properties and types of construction have created values that have benefited not only the City but also the Mansfield Independent School District. Economic Development efforts have resulted in several new commercial and industrial developments including Klein Tools, Kroger Marketplace, Villas Di Luca and many other projects currently in progress. Simply put, the efforts of the City Council, the Planning and Zoning Commission, the Mansfield Economic

Development Corporation, the Mansfield Park Facilities Development Corporation and all other boards and commissions have assisted the entire management team to build quality and value.

Quality builders are attracted to this community, its services and its school system. Commercial and Retail developers are keenly interested in the city's progressive development policies.

The budget that accompanies the service program which is presented maintains that focus and priority to recognize that growth must produce value and quality.

### **Public Input**

The City conducted two public hearings on August 26<sup>th</sup> and September 3, 2013. Citizen input was primarily heard during the allocation of the Hotel/Motel revenues. These revenues are estimated to increase over FY 2012-2013. The City Council allocated approximately \$509,020 in total funds to promote tourism, historical preservation and the arts. Citizens and members of individual groups seeking funding petitioned the City Council. The budget and tax rate were adopted unanimously as presented by the City Manager to City Council. The City Manager presented a detailed list of priorities including staffing, equipment and infrastructure needs during the Public Hearings.

On September 11, 2013 the City Council of Mansfield, Texas adopted the Annual Service Program for Fiscal Year 2013-2014.

### **Management Strategies**

The economic climate in the City of Mansfield, Texas has run against the state and national economies primarily because well-timed infrastructure improvements, stringent development standards and aggressive economic development strategies have created additional opportunities for

commercial and retail opportunities. While the residential market sputtered, new commercial and retail growth sustained the City during this economic downturn. Management monitors all development activity which continues to be of some concern in the near term.

### **2014 Budget Highlights**

- The City Council maintained the current tax rate of \$.71 per \$100 of valuation.
- The City will expand the maintenance programs in streets, parks, library, public safety and public grounds.
- Providing a 3% salary adjustment for all employees to remain competitive within the market place.
- New Industrial, Commercial and Retail opportunities are being developed by the Mansfield Economic Development Corporation.
- Continued emphasis on Planning & Infrastructure Improvements.
- Protection of the City Credit Ratings-All rated funds with strong fund balance positions.
- The city has improved the estimated fund balance to \$10,571,460.
- Maintain and expand existing service levels.
- Continue to explore additional revenue sources.
- Add five (5) dispatch positions in public safety.
- Add three (3) street maintenance staff in Public Works.
- Fund \$1,915,685 in police, fire and public works vehicles and equipment.



### Local Economic Factors affecting the 2013-2014 Service Programs

- Improved Industrial, Commercial and Residential Valuations
- Increased interest in development surrounding the hospital district.
- Retail, Commercial and Industrial Recruitment & Retention.
- Entertainment district improvements including new artificial turf at Big League Dreams, improvements at the Hawaiian Falls Water Park and expansion of the city's tourism activities.
- Sales Tax-sales tax is estimated to increase in 2013-2014 from increased retail activity and development of new retail developments.
- Reduction in Gas Well Valuations-decreases in natural gas prices.
- Lower Unemployment.
- Strategic location in the Dallas/Ft. Worth area. North/South corridors of Highway 360 and 287.
- Well planned city including desirable neighborhoods, excellent schools and excellent city services.
- Aggressive Economic Development program.
- Household family income of \$98,943.

### Impact of Economy on surrounding area cities

- City of Arlington-population growth based on the 2010 census of 10% since 1990. Major developments including the new Dallas Cowboy's

Stadium and the Highlands retail center.

- City of Fort Worth-population growth based on the 2010 census of 38.6% since 1990.
- Dallas/Fort Worth Region-the region continues to see unemployment of approximately 6.5%. The effects of corporate restructuring on the region especially in the transportation industry may affect the regions employment outlook. There seems to be an improvement in area employment as evidenced by the improving residential market which may be supporting the improvement of sales tax collections. There is some suggestion that the commercial sector may be strengthening as well.

### Impact of National and Global Economies

- The National economy appears to be improving.
- Impact of recovering economies in Europe and Japan.
- The continued effect of the Affordable Health Care Act on hiring and increased costs to deliver goods and services.
- Continued downsizing and corporate reorganizations and the effect on the local economy.
- Mid-Term Elections.



### **Mission for Fiscal year 2014**

City Management developed priorities and goals based on meetings with City Council, City Staff and various boards and commissions. These meetings were held to allow for City Council's input in developing the 2013-2014 Budget. Management and City Council also revised the City's Long Term Strategic Plan to incorporate revenue and expense estimates in a recovering National, State and Local Economy. City Management met with key management staff to allow input in the development of the 2013-2014 Budget. Similar Themes, Priorities and Goals were identified by both City Council and Staff for the upcoming budget year.

*"The mission of the City of Mansfield, Texas is to provide the highest quality service at the best value." by providing a Desirable Community, Sustaining the Economy, Maintaining Services and Maintaining a Positive Image, Making good Business Decisions or...*

### **SERVICE with EXCELLENCE**

In planning for the 2013-2014 Budget and Operating Plan, Management strongly evaluated existing service levels and measured the impact of 2013-2014 service plans on the City's comprehensive Long Term Financial Plan. The decision was made to Move Forward in maintaining and expanding current service programs to meet the needs of the community.

**GFOA DISTINGUISHED BUDGET AWARD**

The Government Finance Officers Association of the United States and Canada (GFOA) promulgate certain procedures and standards that are accepted as authoritative guidelines for governmental budget reporting. GFOA awards a “Distinguished Budget Award” to those governmental entities whose annual budget conforms to the GFOA requirements. The Annual Operating Budget of the City of Mansfield for the fiscal year ended September 30, 2012 was awarded such certificate. This represents the 26th year the City has received this award.

The Government Finance Officers Association (GFOA) presented an Award for Distinguished Budget Presentation to the City of Mansfield, Texas for its annual budget for the fiscal year beginning October 1, 2012 and ending September 30, 2013.





GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**City of Mansfield**

**Texas**

For the Fiscal Year Beginning

**October 1, 2012**

*Christopher P. Morill*

President

*Jeffrey R. Egan*

Executive Director

## Credits

This document has been compiled according to generally accepted budgeting and accounting guidelines and practices.

As presented, the budget represents a comprehensive in-depth review and plan for all expenditures, and all other services offered by the City of Mansfield, Texas.

Although much credit is due to all city division and department directors for many hours and staff time devoted to the preparation of this document, several deserve special credit and recognition for their assistance in the development and quality of this document.

Clayton Chandler	City Manager
Peter Phillis	Director of Business Services
Troy Lestina	Assistant Business Services Director
Gary Cardinale	Budget & Purchasing
Chris Burkett	Assistant City Manager
Shelly Lanners	Community Services Director
Steve Freeman	Director of Public Works
Felix Wong	Director of Planning
Joe Smolinski	Utilities Director
Bill Lane	Director of Public Safety

## **SERVICE PROGRAM FOR FISCAL YEAR 2014**

In Management's preliminary presentation of the 2014 Service Program to City Council, Management listed the results and conclusions of strategic planning sessions held with Council and Staff that assisted in developing the overall direction of the service program for Fiscal Year 2013-2014. In Management's final presentations to City Council on August 26<sup>th</sup>, 2013 and September 3, 2013, Management presented a balanced budget and discussed the following Challenges, Goals, Objectives and Priorities for FY 2013-2014:

### **Challenges:**

- Sustaining Positive Growth.
- Declining lot inventory.
- Strategic Long Term Plan-dealing with an improving economy and expanding service demands.
- Maintaining aging infrastructure and equipment-future tax support.
- Organizational Development-quality workforce and quality services.
- Fund Balance-maintain or improve reserves.
- Economic Development-inventory of quality commercial properties.

### **Goals & Objectives:**

- Maintain existing service levels.
- Maintain a positive image.
- Increase the General Fund Balance utilizing excess revenues and/or expenditure savings.
- Maintain Debt Ratios per the Modified Strategic Plan.
- Protect the Bond Ratings.
- Maintain a Quality Workforce.
- Purchase equipment with excess revenues or expenditure savings.

### **Priorities:**

- Maintain Existing Tax Rate.
- Maintain and expand existing service levels-Sustainability of Current and Future Operations.
- Maintain the city's credit rating and fund balance requirements.
- Expansion of the Tax Base-Economic Development.
- Improve, Design and Expand the Linear Park System.
- Maximize the potential of Tourism.
- Ensure Quality Land Use, Planning & Development.

### **2013-2014 Major Priorities and Issues**

In an effort to identify the major issues related to the 2013-2014 service plans, the following is a brief summary of issues related to the previously discussed issues, challenges and priorities facing the City of Mansfield in the coming year. The City of Mansfield has developed a Long Term Financial Plan to reflect the themes and priorities defined by City Management

## **GENERAL FUND**

### **Revenues**

The overall General Fund Budget for FY 2013-2014 is \$41,928,606 or an increase of 9.1% over FY 2012-2013. Property Tax collections make up approximately 52% of the General Fund operating revenue. Property tax revenue increased approximately \$1,445,814. Revenue increases include sales tax, franchise tax, permits and other miscellaneous revenues. Projected sales tax revenues increased \$770,706, or 9.5% from the expansion of commercial and retail tax base. Permit fees (those fees related to new construction or improvements to existing construction) are estimated to increase \$313,599 from new commercial and retail construction.

### **Staffing**

The 2014 service plan includes the addition of five (5) new dispatchers and three (3) street maintenance staff.

### **Operations and Maintenance**

Operating and Maintenance cost increased approximately 15.9% due to increases in street maintenance, public grounds maintenance, increased utilities for new city facilities, sanitation, contract mandates and supply costs.

### **Transfers**

Transfers are estimated to be \$420,158 for the city's insurance program.

### **Equipment**

No new equipment or facility improvement is budgeted in FY 2013-2014. The City will finance \$1,915,685 in equipment including public safety and public works vehicles and equipment.

### **Debt**

The General Obligation debt is \$11,941,800 or an increase over FY 2012-2013 of 2.24%. The overall debt ratio has remained constant. The City has made a conscious effort to reduce the percentage of general fund revenue dedicated to debt service. Management and City Council are working to reduce the costs of infrastructure improvements through the use of impact fees and developer contributions. Impact Fees have declined over the past two fiscal years because of residential and commercial development.

## **ENTERPRISE FUNDS**

### **UTILITY FUND**

#### **Revenues**

The overall Utility Fund budget for FY 2013-2014 is \$25,099,511. Water Sales and Sewer Treatment Sales account for 94% of all revenue.

#### **Staffing**

The 2014 service plan does not provide for any new positions.

#### **Operations and Maintenance**

Operations and Maintenance cost increased approximately 8.90% from increases in water treatment and sewer treatment costs from the Trinity River Authority and the Tarrant Regional Water District.

#### **Transfers**

The Utility Fund Transfer to the General Fund is approximately \$810,532.

#### **Debt**

The overall Utility Fund debt is \$6,313,316, an increase of less than 1%.

### **LAW ENFORCEMENT CENTER FUND**

#### **Revenues**

The Law Enforcement Center budget for FY 2013-2014 is \$9,506,948 or an increase of 14.58% over FY 2012-2013. The increase is from the estimated additional revenue from housing contracts with the City of Ft. Worth and the Federal Government.

#### **Staffing**

The 2014 service provides funding for one (1) additional maintenance technician and fully funding all positions previously frozen.

#### **Operations and Maintenance**

Operations and maintenance costs increased 31.25% due to increases in food and supplies associated with the increased inmate population.

#### **Transfers**

No transfers are budgeted in FY 2013-2014.

#### **Equipment**

No new equipment is budgeted in FY 2013-2014.

#### **Debt**

The debt on the Law Enforcement Center is budgeted in the G. O. Debt Service Fund.

### **DRAINAGE UTILITY FUND**

#### **Revenues**

The overall Drainage Fund budget for FY 2013-2014 is \$1,260,371 or 2.15% increase over FY 2012-2013.

#### **Staffing**

No new positions are budgeted in FY 2013-2014.

#### **Operations and Maintenance**

Operations and Maintenance costs increased 2.15% due to increased cleaning of drainage ditch areas.

#### **Transfers**

No transfers are budgeted in FY 2013-2014.



## **Equipment**

No new equipment is budgeted in FY 2013-2014.

## **Debt**

The debt service in the Drainage Fund is \$526,670.

## **SPECIAL REVENUE FUNDS**

### **Hotel/Motel Tax Fund**

The Hotel/Motel Tax Fund budget is from tax revenue assessed on hotel rooms within the City of Mansfield. Seven hotels are located within the city limits with approximately 504 beds. The Budget for FY 2013-2014 is \$509,020 or a decrease of 10.8%. Several factors have contributed to recent increases in hotel occupancy tax including the increased emphasis on tourism, new improvements to the recreation venues including Big League Dreams Sports Park and Hawaiian Falls, increased special events including Rockin' 4<sup>th</sup> of July, downtown events including the music & arts festivals, regional sports tournaments including the Rotary Basketball Tournament and futures Men's Professional Tennis Tournament.

### **The Mansfield Park Facilities Development Corporation Fund (MPFDC)**

#### **Revenues**

The total Revenues for the MPFDC Fund are \$4,882,905 in FY 2013-2014. Revenues are derived from ½ cent sales tax approved by the voters in 1992. Since inception, these revenues have steadily increased. Sales tax for operations is estimated to be \$3,078,367. User fee revenue is estimated to be \$832,822 including recreation fees and contract payments from the Hawaiian Falls Water Park, Big League Dreams and the Mansfield National Golf Course.

## **Staffing**

Five (5) new positions have been added in FY 2013-2014 due to the opening of the new community park on Matlock Road.

## **Operations and Maintenance**

The operating budget exclusive of estimated funds available for projects increased \$858,599 due to supplies and maintenance for the new community park.

## **Transfers**

Approximately \$14,000 is budgeted for a transfer to the General Fund for the MPFDC portion of insurance coverage.

## **Equipment**

No new equipment is budgeted in FY 2013-2014.

## **Debt**

The debt service requirement in the Mansfield Park Facilities Development is \$1,243,573.

### **The Mansfield Economic Development Corporation Fund (MEDC)**

#### **Revenues**

The Total Revenues for the MEDC Fund are \$6,050,312 in FY 2013-2014. Revenues are from a ½ cent sales tax approved by the voters in 1992. Since inception, these revenues have steadily increased. Sales Tax for FY 2013-2014 is estimated to be \$4,360,730. Prior year reserves, sales tax and other income are used to finance projects.

## **Staffing**

No new positions are budgeted in FY 2013-2014.

## **Operations and Maintenance**

The operating budget decreased approximately 3.99%.

## **Debt**

The debt service requirement in the Mansfield Economic Development Fund is \$1,315,521. Debt is funded from the sales tax revenue collected in this fund.

## **Transfers**

Approximately \$12,096 is budgeted for the MEDC portion of insurance coverage.

## **Equipment**

No new equipment or facility improvements are budgeted in FY 2013-2014.

## **CAPITAL PROJECT FUNDS**

Historically, the Capital Improvement Program has preceded development in all areas of the city. The Capital Improvement Program is developed with the following guidelines whenever possible:

The Capital Improvement Program is developed to match costs against expenses occurring in corresponding periods of time. In other words, the development and timing of infrastructure improvements is crucial to maintaining current and future developments while maintaining or lowering debt ratios. Since 1995, development fees have funded approximately \$80,158,950 in improvements. Development fees offset debt issuance requirements in the street and utility funds.

The impact of infrastructure improvements on operating and maintenance costs is

evaluated and measured annually during the budget development process and during revisions to the Long Term Financial Plan. Operating and Maintenance cost impacts in FY 2013-2014 are reflected in increased utility costs, staffing increases and to additional service requirements related to expansion of existing facilities, new facilities and transmission lines.

## **The Building Construction Fund**

Facility improvements under consideration in FY 2013-2014 include \$4,351,505 for the expansion of the Animal Control Facility, Dispatch Facility, Tactical Training Center and completion of improvements to Fire Station #2. Certificates of obligation will be issued to fund these projects.

## **The Street Construction Fund**

Street and Roadway improvements in FY 2013-2014 are budgeted at \$14,145,700. Street Impact Fees will be utilized wherever possible to supplement funding for these projects. However, impact fees have shown a steady decline since the 2008 primarily from reduced residential and commercial development. In FY 2013-2014, the city anticipates issuing \$7,112,520 in certificates of obligation for Tier 1 street improvements as identified by staff and approved by City Council.

## **The Utility Construction Fund**

Utility improvements in FY 2013-2014 are budgeted at \$15,387,599.

*Water and Sewer Impact Fees will be utilized wherever possible to supplement funding for these projects. However, impact fees have shown a steady decline since 2008 primarily due to reduced residential and commercial development.*

## **The Parks Construction Fund**

Park improvements in FY 2013-2014 are budgeted at \$5,963,057.

## THE FY 2013-2014 SERVICE PROGRAM

In Summary:

*Continue to sustain positive performance, maintain service levels and plan for future development in uncertain economic times.*

The City of Mansfield has taken positive steps to fulfill broad goals identified by City Council and City Staff in FY 2013-2014. While non-financial goals and strategies are essential and form the framework of the Service plan in FY 2013-2014, The City of Mansfield will continue to maintain a positive financial framework in order to provide a quality of life to all citizens. The City will:

- Maintain the City's Bond Ratings to effectively fund infrastructure improvements and increase the Fund Balance.
- Continue quality residential and commercial development.
- Maintain a quality workforce without staff reductions and expand programs in streets, parks, code enforcement and public grounds.
- Maintain Public Safety Services.
- Provide a total living environment for all citizens.

The Financial Goals and Strategies to achieve these goals are very similar to those of the past. The City of Mansfield has achieved these goals in the past years and anticipates achieving these goals in FY 2013-2014.

- The City will maintain a quality workforce by offering a competitive compensation package.
- The City will maintain the General Fund Balance.
- The city will develop economic development strategies.
- We will provide a safe community.
- We will provide new and improved roads and infrastructure to reduce traffic congestion.
- We will continue to provide a "Superior" water system and "Best" parks system.
- We will expand service programs in streets, parks, public grounds, code enforcement and communications.

## LONG TERM GOALS FY 2013/2014 AND BEYOND

*The City of Mansfield has developed Goals and Strategies in FY 2013-2014 with a keen awareness that these goals and strategies are building blocks for future long term goals. The long term goals in future years will include:*

- Continue to maintain positive growth and enhance the local economic activity.
- Maintain the City's debt ratios and fund infrastructure improvements in a timely manner.
- Maintain and expand the fund balance.
- Maintain and improve the City of Mansfield Bond Ratings.
- Maintain a quality workforce.
- Maintain a level tax rate.



## FULL TIME EQUIVALENT POSTIONS



Do You Know?

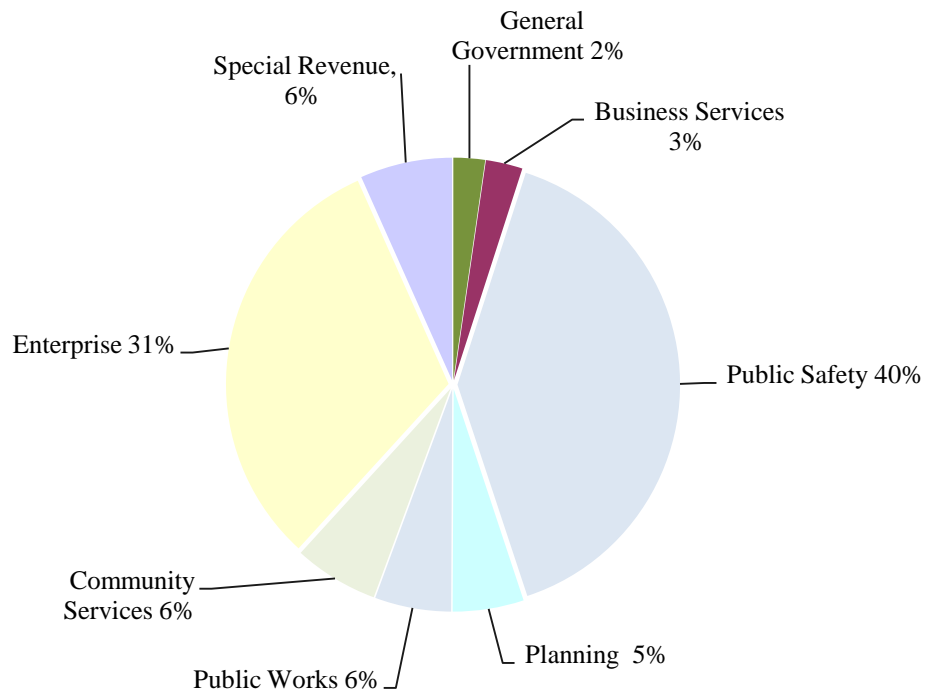
524 Full Time Equivalent Positions are budgeted in FY 2013-2014.



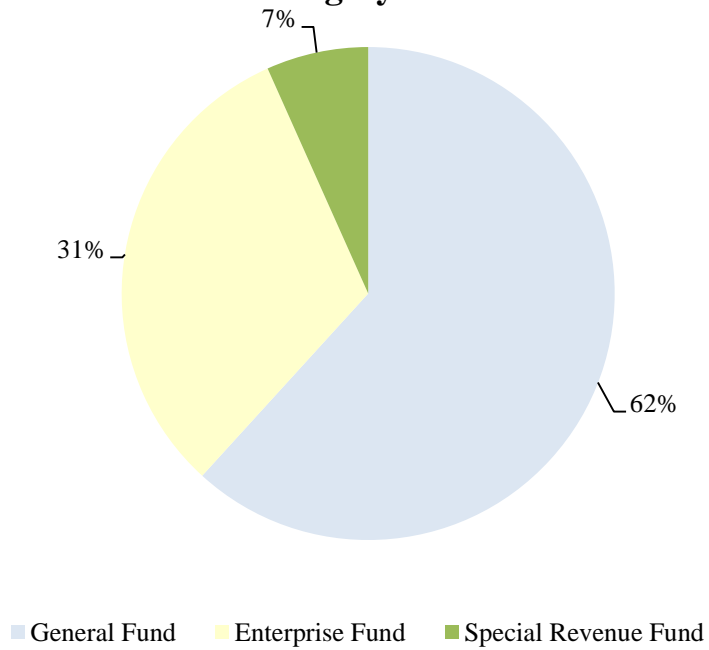
Full Time Equivalent Positions	2011-2012 Budget	2012-2013 Budget	2013-2014 Budget	2013-2014 Change
<b>General Fund</b>				
<b>General Government</b>				
Administration	5	5	4	-1
Legal	2	2	2	
Human Resources	6	6	6	
<b>Total General Government</b>	<b>13</b>	<b>13</b>	<b>12</b>	<b>-1</b>
<b>Business Services</b>				
Finance	3	3	3	
Accounting	3	3	3	
Budget & Purchasing	1	1	1	
Information Technology	4	4	4	
City Secretary	3	3	3	
<b>Total Business Services</b>	<b>14</b>	<b>14</b>	<b>14</b>	
<b>Public Safety</b>				
Administration	4	4	4	
Police Administration	9.5	10.5	9	-1.5
Police Communications	19	19	24	5
Police Patrol,CVE,Traffic & K-9	52	56	56	
Criminal Investigations	16	16	17.5	1.5
Municipal Court	6	7	7	
Community Resource	2	2	2	
Animal Control	6.5	6.5	6.5	
Fire Administration	4	4	4	
Fire Prevention	6	5	5	
Fire Operations	73	74	74	
<b>Total Public Safety</b>	<b>198</b>	<b>204</b>	<b>209</b>	<b>5</b>
<b>Planning &amp; Development</b>				
Planning	7	7	7	
Building Maintenance	6	5	5	
Building Services	15	15	15	
<b>Total Planning</b>	<b>28</b>	<b>27</b>	<b>27</b>	<b>0</b>
<b>Community Services</b>				
Senior Citizens	3.5	3.5	3.5	
Park Operations	14.7	14.7	14.7	
Library	11	11	12	1
Communications & Marketing	2	2	2	
Cultural Arts	1	1	1	
<b>Total Community Services</b>	<b>32.2</b>	<b>32.2</b>	<b>33.2</b>	<b>1</b>
<b>Public Works</b>				
Engineering	13	13	13	
Traffic		2	3	1
Street Maintenance	13	11	13	2
<b>Total Public Works</b>	<b>26</b>	<b>26</b>	<b>29</b>	<b>3</b>
<b>Total General Fund</b>	<b>311.2</b>	<b>316.2</b>	<b>324.2</b>	<b>8</b>

<b>Full Time Equivalent Positions</b>	2011-2012 Budget	2012-2013 Budget	2013-2014 Budget	2013-2014 Change
<b>Enterprise Funds</b>				
<b>Utility Fund</b>				
Administration	3	3	3	
Billing & Collections	7	7	7	
Meter Reading & Repair	8	8	7	-1
General Service	11	11	11	
Water Quality	15.25	15.25	15.25	
Sewer	8	8	8	
<b>Total Utility Fund</b>	<b>52.25</b>	<b>52.25</b>	<b>51.25</b>	<b>-1</b>
<b>Law Enforcement Center</b>				
Administration	2	2	2	
Operations/City Marshal	94	94	95	1
Support	5	5	6	1
Kitchen	4	4	3	-1
Medical	4	4	5	1
<b>Total Law Enforcement Center</b>	<b>109</b>	<b>109</b>	<b>111</b>	<b>2</b>
<b>Drainage Fund</b>				
Operations	3	3	3	
<b>Total Drainage Fund</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>0</b>
<b>Total Enterprise Funds</b>	<b>164.25</b>	<b>164.25</b>	<b>165.25</b>	<b>0</b>
<b>Special Revenue Funds</b>				
Mansfield Parks Fund	20.2	20.2	26	6
Mansfield Economic Development	5	5	5	
Tree Mitigation Fund	3	3	3	
Hotel Motel Fund	2	2	1	-1
<b>Total Special Revenue Funds</b>	<b>30.2</b>	<b>30.2</b>	<b>35</b>	<b>5</b>
<b>Total All Funds</b>	<b>506</b>	<b>511</b>	<b>524</b>	<b>13</b>

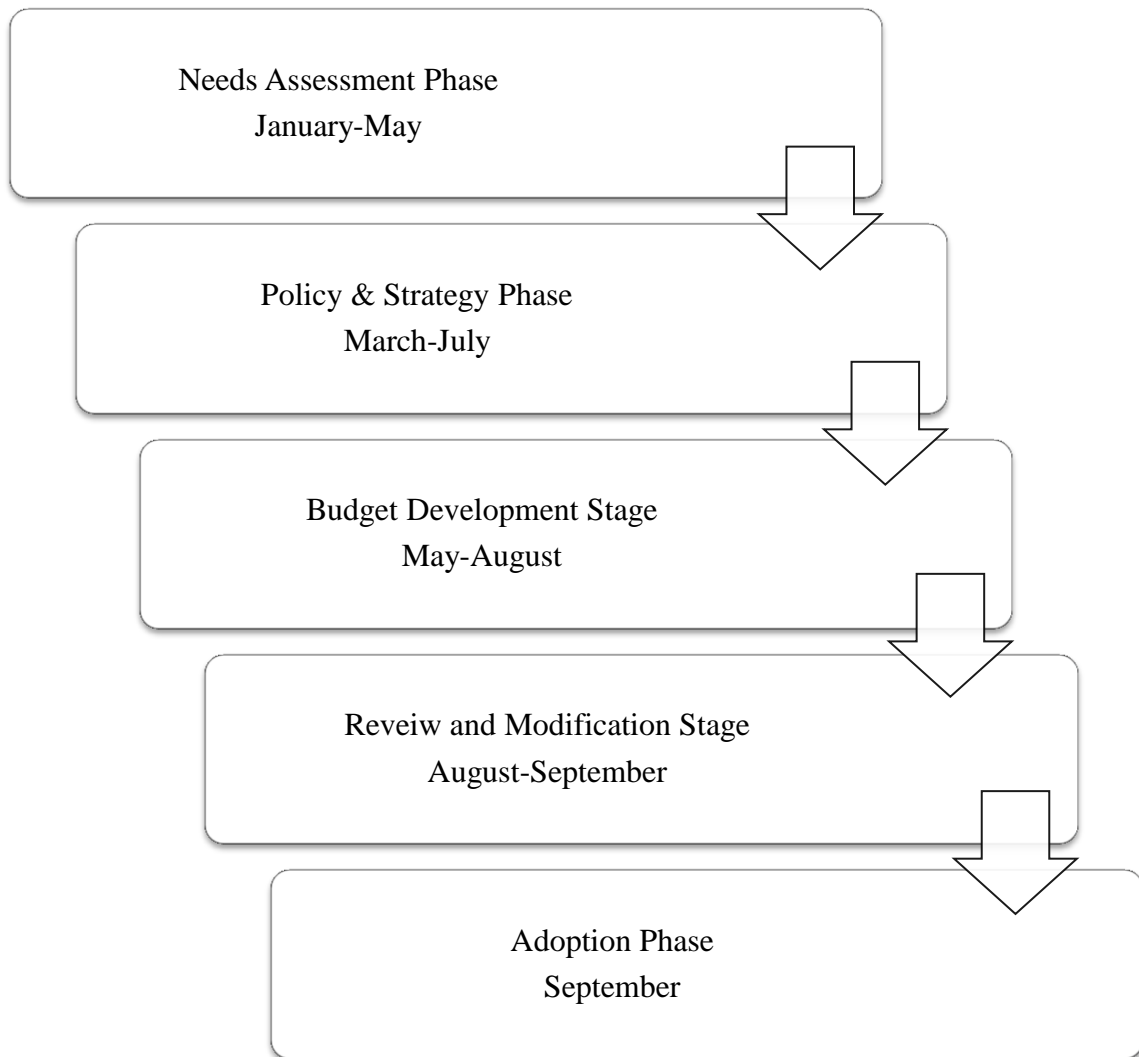
## General Fund Staffing



## Staffing By Fund



## **BUDGET AND FINANCIAL POLICIES**





## BUDGET CALENDAR-FISCAL YEAR 2013-2014

March 25, 2013, Monday	Present budget packets and instructions to Division/Department Heads and review the information with the department staff.
April 8, 2013	Strategic Planning Session "Moving Forward". Recap of Capital Improvement Program recommendations to City Council.
April 8, 2013, Week of	Business Administrative Services submits to Division/Department Heads current and projected employee's salary and longevity information, including re-classifications (personnel sheets to be completed by each Division).
April 22, 2013, Week of	Business Administrative Services submits to Division/Departments blue bars for FY 12/13 Budget Expenditures/Expenses through March 31, 2013. City Manager briefed on preliminary assessment of revenues and expenditures.
April 26 2013, Friday	Division/Department Heads submit to Business Administrative Services current and projected; FY 13/14 personnel level of funding and request for re-classification of any position to be considered for re-classification.
April 30, 2013, Tuesday	The Chief appraiser prepares and certifies to the tax assessor for each county, municipality, and school district participating in the appraisal district an estimate of preliminary taxable value.
May 13, 2013 Monday	Presentation of preliminary taxable value estimates to city council.
May 24, 2013, Friday	Division/Department Heads submit their departmental budgets to Budget/Accounting for FY 13/14 expenditures and revised figures for FY 12/13.
May 24, 2013, Friday	Business Administrative Services Director calculates preliminary tax and other revenues and presents to the City Manager for the FY 13/14 proposed budget. The City anticipates receiving the preliminary tax roll from T.A.D on this date.
June 3, 2013, Monday	Budget/Accounting prepares computerized departmental line item budget reports and submits to City Manager or his designee incorporating FY 13/14 budget projections and revised figures for FY 12/13.
June 5, 2013, Wednesday	First Review - City Manager or his designee reviews budget requests with Department Heads.
July 17, 2013, Wednesday	Post agenda for July 22, 2013 Open Meeting Notice.
July 22, 2013, Monday	Preliminary Budget Presentation to City Council.

## **BUDGET CALENDAR-FISCAL YEAR 2013-2014**

July 25, 2013, Wednesday	Last Day for chief appraiser to certify appraiser to certify appraisal roll.
August 2, 2013, Friday	“Notice of Public Hearing on Tax Increase” (1 <sup>st</sup> quarter page notice) published at least seven days before public hearing scheduled on August 12, 2013 on the 2013/2014 Budget and use of Hotel/Motel Tax Revenue
August 7, 2013, Wednesday	Date taxing units must publicize effective tax and roll back rates and other applicable items (or as soon as practical thereafter).
August 8, 2013, Thursday	Post agenda for Monday-August 12, 2013 - Open Meeting Notice.
August 12, 2013, Monday	Schedule and announce meeting to adopt a tax rate on August 12, 2013.
August 16, 2013, Friday	“Notice of Public Hearing on Tax Increase” (1 <sup>st</sup> quarter page notice) published at least seven days before the public hearing scheduled on August 26, 2013 on the 2013/2014 budget and use of Hotel/Motel Tax Revenue.
August 26, 2013, Monday	1 <sup>ST</sup> Public Hearing; Public Hearing on FY2013/2014 Budget and use of Hotel/Motel Tax Revenue. Publish first “Notice of Vote on Tax Rate” and Second Notice on Public Hearing.
August 27, 2013, Tuesday	“Notice of Public Hearing on Tax Increase” (2nd quarter page notice) published before meeting to adopt the tax rate and budget.
September 3, 2013, Tuesday	2 <sup>nd</sup> Public Hearing on FY 2013/2014 Budget and Use of Hotel/Motel Tax Revenue. City Council is scheduled to review formal applications for use of Hotel/Motel Tax Revenue.
September 6, 2013, Friday	“Notice of Public Hearing on Tax Increase” (2nd quarter page notice) published before meeting to adopt the tax rate and budget.
September 9, 2013, Monday	Council Meeting-1st reading of budget ordinances and tax rate adoption.
September 10, 2013, Tuesday	Special Council Meeting – 2 <sup>nd</sup> reading of budget ordinance and tax rate adoption.
September 11 ,2013 Wednesday	Special Council Meeting-Third and final reading of the budget.

The City’s charter requires that the budget be adopted by September 15 of the given year.

## THE CITY OF MANSFIELD BUDGET PROCESS

### THE CITY'S BUDGET ROLES AND RESPONSIBILITIES

Every staff member plays a role in budgeting, whether in its formation, implementation, administration or evaluation. Ultimately, of course, each department manager through the City Manager is accountable to the City Council and citizens for the performance of departmental staff in meeting specific objectives.

#### **Actual budget responsibility can be identified specifically as follows:**

**The Department Manager** is responsible for preparing an estimate of remaining cost requirements for the current fiscal year, projecting the base budget requirements for the next fiscal year and developing other requests that change or revise the program so that it will be more effective, efficient, productive and economical.

**The Departmental Administrative Support Staff** serves as a vital communication link between the department and the budget staff. Support staff is responsible for coordinating information, checking to see if forms are completed properly, making sure necessary supporting documentation is submitted, monitoring the internal review process to meet timelines, gathering performance measurement information, entering departmental budgets into the city's financial system and serving as the departmental troubleshooter for problems throughout the budget process.

**The Strategic Plan Committee** is comprised of staff from each major division of the city and is responsible for the planning, development and presentation of the city's modified capital and operational strategic plan. The strategic plan committee presents recommendations to the Business

Services Director, Budget Office and the City Manager for review.

**The Division Directors, Assistant City Manager and Department Directors** are responsible for reviewing historical performance, anticipating future problems and opportunities, considering alternative solutions and modifying and assembling their departmental data into a cohesive budget information package. Division Directors critically evaluate all requests, prioritize, and submit a budget plan including only those requests that support City Council priorities, City Manager work plan, administrative direction and the departmental mission and objectives. Performance measures are evaluated to determine the effectiveness of individual divisions and departments.

**The Business Services Director, Assistant Finance Director and Budget Director** within the Business Services Division are responsible for preparing short and long range revenue and expenditure forecasts, gathering and evaluating performance measures, calculating departmental budget targets, assisting departments, reviewing departmental budgets with department directors or staff, collating, analyzing and summarizing departmental requests and preparing budget review materials for the Executive Staff and City Council.

**The City Manager, Assistant City Manager and Business Services Director's** key role is to translate City Council goals and objectives into recommended funding decisions.

**The City Manager** is responsible for reviewing the total financial and operational program, formulating a citywide proposed budget and proposing a budget to City Council.

**The City Council** is responsible for the review of the City Manager's proposed budget, approval of the tax rate and approval of the final budget. The city charter requires adoption of the final budget no later than September 15 of each fiscal year.

## **BUDGET PROCESS**

The budget process is the key to the development of the City of Mansfield's overall strategic plan and affords individual departments the opportunity to reassess goals and objectives, evaluate programs using performance measurement data and develop strategies to accomplish them. Even though the budget may be reviewed by the City Council in July and August, and adopted in September, its preparation begins at least eight months prior, with projection of city fund balances, revenue and expenditure forecasts, citizens, boards, commissions and departmental needs assessments. It is with this groundwork that the departmental requests are made and subsequently reviewed.

The following summary provides a brief description of the various phases of the budget process and timeframes in which the budget preparation, review and adoption takes place.

## **BUDGET PHASES**

**Priority Needs Assessment Phase-**This is the foundation of assessing what the current and projected programmatic and operational needs of each department exists as seen by the **Citizens of Mansfield, City Council, Boards, Commissions** and individual division/department directors. City Staff and City Council reviews occur during this phase to identify and prioritize the needs and desires of each group. Community feedback is an important component of the budget process in assessing citizen satisfaction with services and establishing priorities for the upcoming budget year. Updates to the Strategic Plan normally occur during this period and is presented to Council during

the budget process. City Council has identified the need to maintain and upgrade maintenance of the city's right of ways and medians, increase architectural standards for new development, create more neighborhood and linear parks, encourage more retail, commercial and industrial development within the city, implement and continue the Capital Improvement Program, provide additional police and fire staff.

**Financial Trend Analysis** is an integral part of Mansfield's decision-making process that includes both short and long-range economic and financial forecasts. In fiscal year 2000, the city developed a 10-Year Strategic Plan that is updated annually and modified to integrate the city's operational and capital requirements with both a short term and long-term goals. City infrastructure needs are identified during this process and play an important role in the forecasting related to short and long term operating needs. During this phase, strategic forecasting assumptions are made including changes in fund balance projections, revenue, expenditure, compensation adjustments and costs adjustments. Preliminary assumptions result in the City's forecasted fiscal capacity and provide a balanced financial framework upon which operating (departmental) and capital (infrastructure projects) budget targets can be developed.

**Policy/Strategy Development Phase-** the City Council's goals and directives set the tone for the development of the budget. The Council identifies key policy issues that will provide the direction of the budget. The Strategic Planning Committee updates the City's 10-Year Strategic Plan that identifies critical objectives and the strategies to be employed in meeting objectives. It is within this framework that the department's budget plans are formulated. The City Council identifies needs to establish priorities, identify existing service levels and review financial and economic trends and Financial Forecasts. City Council also discusses policy direction with the Executive Staff.

**Budget Development Phase-**Based upon City Council's priorities and strategic policy direction, departments develop program objectives and work plans for the budget period. The budget department submits to each department prior year and year to date expenditures for departmental review. Base budgets are then developed which represent existing service levels and adjusted for price changes, inflation and/or compensation adjustments. Departmental staff is asked to evaluate programs and positions. Departmental staff review service level requirements and makes decisions regarding new programs, increased or decreased staffing and changing resource allocation. Departments use the Strategic Plan to identify additional staffing requirements and obtain appropriate salary levels for each proposed new staff member. The Business Services Director, Assistant Finance Director and Budget Director review all budget submissions from individual departments to ensure each department has submitted accurate and concise data.

**Budget Review and Modification Stage-**

The Budget Director sets a budget calendar and schedules meetings with each department/division director. Individual meetings occur with most departments at least twice prior to budget workshops with City Council. Budget requests are reviewed and recommendations for each department are reviewed during this phase. New staffing, operational expenditures, revenue projections and capital requests are reviewed to determine the overall resources available to fund departmental requests. Performance Measures are reviewed to determine the overall effectiveness of each departmental program. City Council and City Manager priorities and goals are reviewed with individual departments to ensure that individual budgets reflect the priorities set by City Council and the City Manager. Recommendations are then forwarded to the City Manager for review.

**Adoption Phase-**A proposed operational and financial plan is presented to City Council through a schedule of budget

workshops prior to public hearings. The City Staff communicates the proposed budget to the citizens during these workshops in the form of power point presentations, handouts, cable access recordings or a combination of these formats. Public Hearings are held and City Council adopts the tax levy and budget consistent with the City Charter and State law.

**Implementation Phase-**Departments are accountable for budgetary controls throughout the fiscal year. Expenditure patterns are examined, compared to budget plans, and corrective action taken if necessary taken during the fiscal year. The Finance team reviews the budgeted revenues, expenditures, and current demographic, economic and financial trends monthly that may impact the city and plan strategy to ensure the City's financial integrity. The City Council is also provided a monthly financial report disclosing the city's actual revenue, expenditure and fund balance performance as compared to the budget plan.

**REVIEW AND APPROVAL OF THE BUDGET**

The City Council considers the proposed budget and holds budget workshops and public hearings in August and September. The budget workshops provide an opportunity for City management, departments and the general public to offer information and recommendations to the City Council.

Legally, the budget must be adopted by September 15. City Charter requires three public readings of the budget ordinance before it is adopted by City Council. The adoption of the budget ordinance authorizes expenditures from all funds within the city including the general, debt service, enterprise, special revenue, and capital funds. The City's fiscal year begins October 1<sup>st</sup> of each year and ends September 30 of each year.



## **IMPLEMENTATION OF THE BUDGET**

Upon adoption, the staff prepares the operating budget incorporating all changes authorized by City Council. Each division is advised of the approved budget for their departments.

## **AMENDMENT TO THE BUDGET**

The City of Mansfield operating budget is adopted at the department level. Any transfers between departments or projects over \$5,000 may require City Council approval. Any change orders to budgeted capital improvement projects must be approved by City Council.

## **USE OF CONTINGENCY RESERVE**

When additional funding is required to offset unexpected revenue shortfalls, unexpected expenditure increases or events that threaten the public health or safety, contingency operating funds may be authorized by the City Manager and/or City Council so that budgeted service levels can be maintained.

## **BUDGETARY AND ACCOUNTING BASIS**

The operating budget is developed by fund using Generally Accepted Accounting Principles (GAAP) except depreciation and amortization are not budgeted. All funds are budgeted on a modified accrual basis.

## **OPERATING AND CAPITAL BUDGET RELATIONSHIP/ORGANIZATION**

**The City of Mansfield Budget for Fiscal Year 2013-2014 is comprised of:**

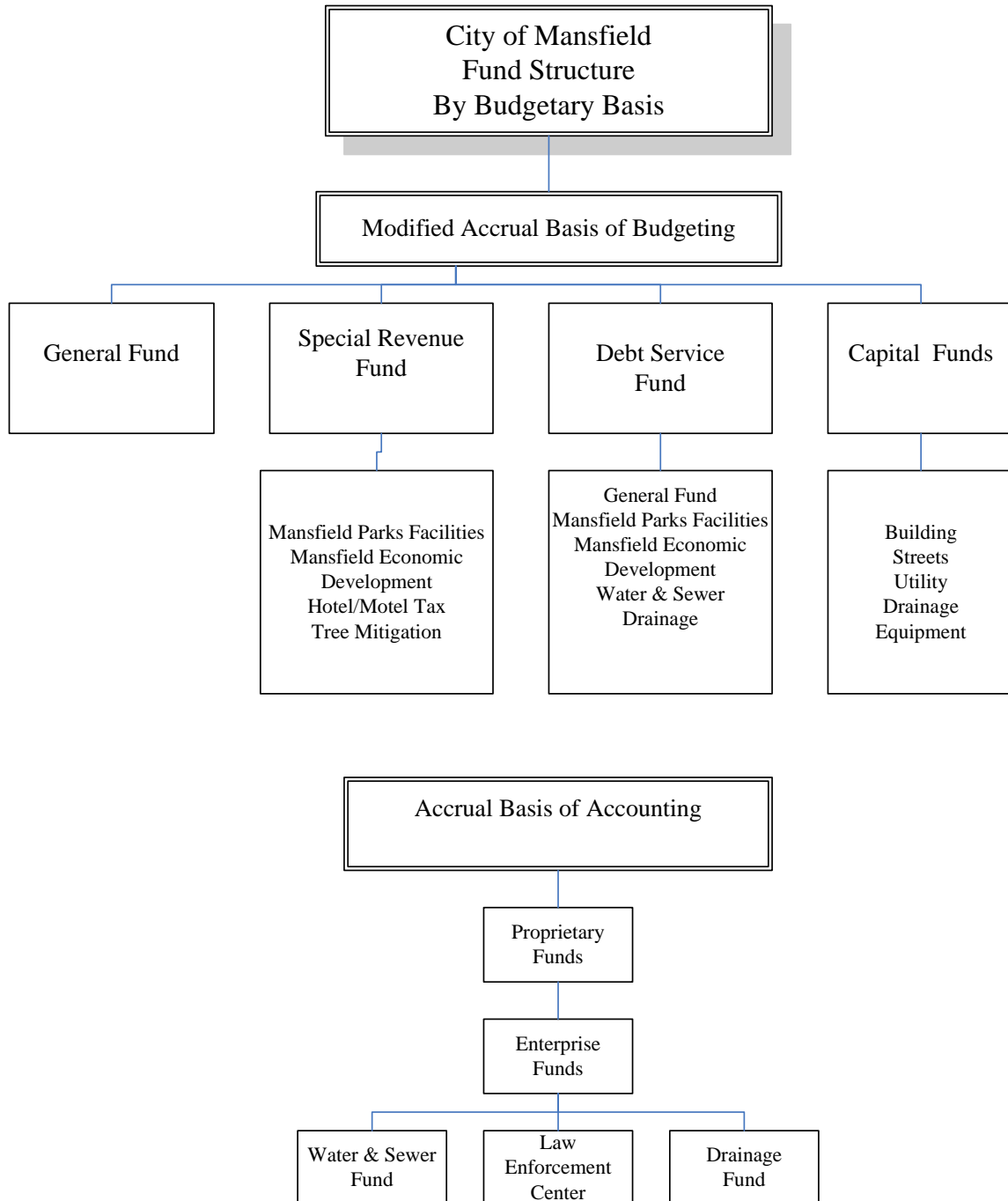
The Operating Budget, which includes all departmental budgets including General Fund, Debt Service Funds Enterprise Funds,

Special Revenue Funds and Capital Projects Funds. The operating budget includes portions of the city's Modified Strategic Plan that includes both operational and capital requirements.

The operating budget includes a balanced financial plan for all funds for fiscal year 2013/2014 and forecasts the results of operations by fund for the period. The effect of the Capital Improvement Program upon operations is reflected in the Capital Projects Fund. The operating budget includes fund summaries and presentations by city operating departments without regard to fund. Each division is divided into operating departments and a budget summary by department is included for each division. Performance Measures are incorporated for each division and each department within each division.

The Capital Project Fund is presented on a budget basis. The Capital Fund Projects include the Street Construction Fund, Utility Construction Fund, Building Construction Fund, Drainage Construction Fund and Equipment Replacement Fund. State Law requires an adequate budget to pay for the entire construction contract and appropriated in the period in which the contract is entered; therefore, expenditures are presented on a budget basis as opposed to cash flow basis.

Funding sources for the Capital Improvement Program are presented on a budget basis. The revenue sources are presented in the period that the funding will be transferred in order to provide continuity between operating budget and the Capital Budget. As a result of presenting the transfer of funds on a cash basis, funding sources may not equal budgeted expenditures in each period, creating a fund balance as cash accumulates for larger expenditures in later years.



## **BASIS OF BUDGETING AND ACCOUNTING IN SUMMARY**

The City of Mansfield's "Basis of Budgeting" for all funds is based upon by modified accrual basis of accounting. The modified accrual basis is a combination of cash and accrual accounting in that expenditures are immediately incurred as a liability while revenues are not recorded until actually received or are measurable and available for expenditure.

The Operating budget is developed by fund utilizing generally Accepted Accounting Principles (GAAP) basis except that depreciation and amortization are not budgeted. The City of Mansfield does not distinguish between the Basis of budgeting and Basis of Accounting. A complete description is provided below.

## **BALANCED BUDGET POLICY**

The City of Mansfield has adopted a "Balanced Budget" for all funds. Current appropriations in all funds are limited to the sum available, unencumbered cash balances and revenues estimated to be received in the current budget period. Expenditure and subsidy appropriations for mandated and priority programs are to be made against current revenue sources and not dependent upon uncertain reserves or fluctuating prior period fund balances. To the extent possible, current operations will be funded by current revenues. The use of unencumbered prior period balances in all funds shall be scrutinized and carefully limited and subject to review by the City Manager and City Council.

## **Fund Organization**

The accounts of the City are organized on the basis of funds, each of which is considered to be a separate accounting entity. The operations of each fund are accounted for with a separate set of self-balancing accounts. Governmental

resources are allocated to and accounted for in individual funds based upon the purpose for which they are to be spent and the means by which spending activities are controlled.

## **GOVERNMENTAL FUND TYPES:**

### **General Fund -**

The General Fund is the operating fund of the City. All general tax revenues and other receipts that are not restricted by law or contractual agreement to some other fund are accounted for in this fund. General operating expenditures, the fixed charges, and the capital improvement costs that are not paid through other funds are paid from the General Fund.

### **Special Revenues Funds -**

The Special Revenue Funds are used to account for the proceeds of specific revenue resources (other than major capital projects) that are legally restricted to expenditures for specified purposes. These funds include Hotel/Motel Tax, Mansfield Park Facilities Development Corporation, The Mansfield Economic Development Corporation and the Tree Mitigation fund.

### **Debt Service Funds -**

The Debt service Funds include the General Debt Service Fund, Water & Sewer, MPFDC and MEDC. These funds are used to account for the accumulation of resources for and the payment of principal and interest on general long-term debt and Revenue Bond Debt. The primary sources of revenues are ad valorem taxes, which are levied by the City, for the General Debt Service Fund and sales tax for the MPFDC and MEDC Debt Service Funds and user fees for the Water & Sewer Funds.

### **Capital Projects Funds -**

The Capital Projects funds account for the financial resources to be used for the acquisition of capital facilities other than

those recorded in Proprietary Funds. The Capital projects funds are used to account for the acquisitions of capital facilities financed from general obligation bond proceeds or certificate of obligation proceeds, or transfers from other funds. The City's Capital Projects Funds consist of the following funds: Street Improvement, Utility Improvement, Building Construction Fund, and Equipment Replacement.

#### **TIRZ (Tax Increment Reinvestment Zone)**

The Tax Increment Reinvestment Zone is a specific fund designated to capture the tax increment in a defined geographic zone. The tax increment is to pay for the public improvements specific to the zone or area defined by ordinance. Any increase in value or property value increment may be used to pay for the debt for these public improvements or be used to reimburse the developer for the public improvements paid for by the developer on behalf of the city.

#### **PROPRIETARY FUND TYPES:**

##### **Enterprise Funds -**

The Enterprise Funds are used to account for operations that are financed and operated in a manner similar to private business enterprises where the costs (expenses, including depreciation) of providing goods or services to the general public on a continuing basis are financed through user charges. The City's Enterprise Funds are the Water and Sewer Fund, Drainage Utility Fund and the Law Enforcement Complex Fund

#### **BUDGET CONTROL**

As set forth in the City Charter, the City Council adopts an annual budget prepared in accordance with generally accepted accounting principles. The City Manager may transfer part or all of any unencumbered appropriation balance among programs within a department. The City

Council may require their approval of these transfers above a limit they wish to establish.

All unused appropriations, except appropriations for capital expenditures, lapse at the close of the fiscal year to the extent they have not been expended or encumbered. An Appropriation for a capital expenditure shall continue in force until the purpose for which it was made has been accomplished or abandoned; the purpose of any such appropriation shall be deemed abandoned if three (3) years pass without any disbursement from or encumbrance of the appropriation.

#### **BASIS OF ACCOUNTING**

The accounting and financial reporting treatment applied to a fund is determined by its measurement focus. All governmental funds are accounted for using a current financial resources measurement focus. All proprietary funds are accounted for on a flow of economic resources measurement focus.

**Governmental Fund Types -** All governmental funds are accounted for using the modified accrual basis of accounting. Under the modified accrual basis, revenues and other financial resource increments are recognized when they become susceptible to accrual, that is, when they become both "measurable" and "available" to finance expenditures of the current period. "Measurable" means that amounts can be reasonably determined within the current period. "Available" means that amounts are collectible within the current period or soon enough thereafter to be used to pay liabilities of the current period.

**Proprietary Fund Types -** Revenues and expenses are recognized using the accrual basis of accounting. Revenues are recognized in the accounting period in which they are earned, and expenses are recognized in the period incurred following the economic resources measurement focus.

## **FINANCIAL REPORTING AND POLICIES**

### **Financial and Operational Policies**

The City of Mansfield, Texas has developed financial and operational policies, which guided the development of the budget for fiscal year 2013. The budget has been developed using an analysis of historical data, current data and forecasted data. The staff identified areas of growth and future needs in each department. The staff put in place several policies and procedures which determine the overall budget including expected population growth, expansion of services, debt service requirements, capital improvements, operational maintenance requirements, and staffing level requirements. Each department is evaluated as to current needs and the projected needs in the next budget year and the following nine years. Availability of funds is considered to determine what areas may need additional funding. A complete prior year analysis and future analysis is utilized to determine what areas may be increased, decreased or remain constant for the upcoming year. Individual departments are required to submit departmental budgets for the upcoming fiscal year. The Business Services Department reviews individual budgets and create a priority list for each department based on department and administration considerations. The budget for each department is reviewed by Business Services and the City Manager's office to ensure each department is properly funded. The budget's operational and financial policies are reviewed throughout the year.

### **Financial Reporting**

Following the conclusion of the fiscal year, the City's Finance Director shall cause to be prepared a Comprehensive Annual Financial Report (CAFR) in accordance with generally accepted accounting and financial reporting principles established by the Governmental Accounting Standards Board. The document shall also satisfy all criteria

of the Government Finance Officers Association's Certificate of Achievement for Excellence in Financial Reporting.

The CAFR shall show the status of the City's finances on the basis of general accepted accounting principles (GAAP). The CAFR shall show fund revenues and expenditures on both a GAAP basis and budget basis for comparison purposes. In all but two cases this reporting conforms to the way the City prepares its budget. Compensated absences (accrued but unused sick leave) are not reflected in the budget but are accounted for in the CAFR's long-term debt position. Depreciation expense is not shown in the budget's proprietary funds, although the full purchase price of equipment and capital improvements is reflected as uses of working capital.

Included, as part of the Comprehensive Annual Financial Report, shall be the results of the annual audit prepared by independent certified public accountants designated by the City Council. The Business Services Director shall issue a report monthly to the Council reflecting the City's financial condition for the month. The monthly report shall repeat the financial condition of this City in a user friendly and understandable format consistent with the budget.

### **Revenue Policies**

To protect the City's financial integrity, the City will maintain a diversified and stable revenue system to shelter it from fluctuations in any one revenue source.

For every annual budget, the City shall levy two property tax rates: operation/maintenance and debt service. The debt service levy shall be sufficient for meeting all principal and interest

Payments associated with the City's outstanding general obligation debt for that budget year. The debt service levy and related debt service expenditures shall be accounted for in the Debt Service fund. The

operation and maintenance levy shall be accounted for in the General fund. The operation and maintenance levy shall not exceed the eight percent (8%) rollback rate as defined by the State of Texas Property Tax Code.

The City will maintain a policy of levying the lowest tax rate on the broadest tax base. Minimal exemptions will be provided to homeowners, senior citizens, and disabled veterans.

The City will establish user charges and fees at a level that attempts to recover the full cost of providing the service. User fees, particularly utility rates, should identify the relative costs of service different classes of customers. When possible, utility rates should be designed to reduce peak (hour and day) demands on the utility systems.

The City will make every reasonable attempt to ensure accurate measurements of variables impacting taxes and fees (e.g. verification of business sales tax payments, verification of appraisal district property values, and accuracy of water meters).

The City will attempt to maximize the application of its financial resources by obtaining supplementary funding through agreements with other public and private agencies for the provision of public services or the construction of capital improvements.

The City will consider other market rates and charges levied by other public and private organizations for similar services in establishing tax rates, fees and charges.

When developing the annual budget, the Business Services Director shall project revenues from every source based on actual collections from the preceding year and estimated collections of the current fiscal year, while taking into account known circumstances which will impact revenues for the new fiscal year. The revenue projections for each fund should be made

conservatively so that total actual fund revenues exceed budgeted projections.

### **Operating Expenditures Policies**

Operating expenditures shall be accounted, reported, and budgeted for in the following major categories: Operating, recurring expenditures include personnel services, supplies, maintenance, contractual services, and capital replacement/lease. Operating, non-recurring expenditures include capital equipment. The annual budget shall appropriate sufficient funds for operating, recurring expenditures necessary to maintain established quality and scope of city services.

The City will constantly examine the methods for providing public services in order to reduce operating, recurring expenditures and/or enhance quality and scope of public services with no increase to cost.

Personnel service expenditures will reflect the minimum staffing needed to provide established quality and scope of city services. To attract and retain employees necessary for providing high-quality service, the City shall maintain a compensation and benefit package competitive with the public and, when quantifiable, private service industries. Supply expenditures shall be sufficient for ensuring the optimal productivity of City employees.

Maintenance expenditures shall be sufficient for addressing the deterioration of the City's capital assets to ensure the optimal productivity of the capital assets. Maintenance should be conducted to ensure a relatively stable level of maintenance expenditures for every budget year.

The City will utilize contracted labor for the provision of city services whenever private contractors can perform the established level of service at less expense to the City. The City will regularly evaluate its agreements with private contractors to ensure the

established levels of service are performed at the least expense to the City.

Existing capital equipment shall be replaced when needed to ensure the optimal productivity of City employees. Existing capital equipment associated with General fund operations in excess of \$5,000 will be charged to the departments using the equipment.

Expenditures for additional capital equipment shall be made only to enhance employee productivity, improve quality of service, or expand scope of service. To assist in controlling the growth of operating expenditures, operating departments within the General fund will submit their annual budgets to the City Manager within a ceiling calculated by the Business Services Director from the General Fund's Long-Term Financial Plan. Projected expenditures that exceed the ceiling must be submitted as separate expanded levels of service requests.

### **Fund Balance**

The annual budget shall be presented to Council with each fund reflecting an ending fund balance that is no less than 25% of that fund's annual operating expenditures. To satisfy the particular needs of individual funds, ending fund balances may be established which exceed the 25% minimum. Fund balance that exceeds the minimum level established for each fund may be appropriated for non-recurring capital projects or programs. The City will exercise diligence in avoiding the appropriation of fund balance for recurring operating expenditures. In the event fund balance is appropriated for recurring operating expenditures to meet the needs of the community, the budget document shall include an explanation of the circumstances requiring the appropriation and the methods to be used to arrest the future use of fund balance for operating expenditures.

### **Fund Transfers**

With the exceptions noted below, there will be no operating transfers between funds. Any costs incurred by one fund to support the operations of another shall be charged directly to the fund. (For example, actual hours worked by General fund employees for water fund events.)

Fund transfers may occur when surplus fund balances are used to support non-recurring capital expenses or when needed to satisfy debt service obligations.

### **Debt Expenditures**

The City will issue debt only to fund capital projects that cannot be supported by current, annual revenues. To minimize interest payments on issued debt, the City will maintain a regular debt retirement policy by issuing debt with maximum maturities not exceeding twenty (20) years. Retirement of debt principal will be structured to ensure constant annual debt payment. The City will attempt to maintain base bond ratings (prior to insurance) of Aa2 (Moody's Investors service) AA (Standard & Poor's) and AA (Fitch, IBCA) on its general obligation debt. (See Debt Policy)

### **Capital Projects Expenditures**

The City will develop a multi-year plan for capital projects, which identifies all projects likely to be constructed within a ten-year horizon. The multi-year plan will reflect for each project the likely source of funding and attempt to quantify the project's impact to future operating expenditures. Capital projects will be constructed to protect or improve the community's quality of life, protect or enhance the community's economic vitality, and support and service new development. To minimize the issuance of debt, the City will attempt to support capital projects with appropriations from operating revenues or excess fund balances (i.e. "pay-as-you-go").

### **Utility Capital Expenditures**

The City will design utility rates sufficient for funding a depreciation reserve that will accumulate resources to replace or rehabilitate aging infrastructure that no longer can be serviced by regular maintenance. Attempts should be made to fund the reserve at a level approximate to annual depreciation of assets as reported in the City's annual Comprehensive Annual Financial Report.

### **Long-Term Financial Plans**

The City will adopt every annual budget in context of a long-term financial plan for the General Fund and Water and Sewer Fund. Financial plans for other funds may be developed as needed. The General Fund and Water and Sewer Fund long-term plan will establish assumptions for revenues, expenditures and changes to fund balance over a ten-year horizon. The assumptions will be evaluated each year as part of the budget development process.

### **Economic Development**

Assess and collect ½ percent on each taxable sales transaction in the City and utilizing the revenue to encourage commercial and industrial development within the City. Commercial and industrial development provides additional tax revenues, local employment and shifts a portion of the tax base from the homeowner to the industrial/commercial entity. The MEDC board has set a goal to split the tax burden equally between the homeowner and industrial/commercial development.

### **Infrastructure Development**

The development of capital improvements including street and utility construction will provide the necessary infrastructure for residential and commercial development.

The City has instituted an aggressive ten-year capital improvement program to develop the city's infrastructure. This program will be funded with the growth in tax base as projected. The improvements are being timed to coincide with the annual growth in sectors of the City.

### **Service Development**

The City of Mansfield has approved two (2) new positions in police patrol in FY 2012-2013.

### **Planning and Development**

The City has and will increase its technical assistance to residential and commercial developers in an effort to develop systematic growth and development. Residential and commercial zoning has been developed to fit the city's master plan.

### **Budget Preparation**

The budget development is based on community and individual department needs as identified by the citizens' survey, City Council and individual division projections. The budget is based on the projected growth of both revenue and expense factors citywide over a 5 year period. Projected commercial and industrial development are also factored into the overall budget plan. Council and management have adopted a Modified Strategic Plan to outline the operational and infrastructure demands from the effects of the economy. This plan will be reviewed and revised annually.

### **Purchasing**

The City continues to develop a citywide purchasing plan to simplify, expedite and provide cost savings to all City divisions. The consolidation of purchases, cooperative purchasing and the expanded use of the bid process provides cost savings now and in the future.



## INVESTMENT POLICY

### I. INTRODUCTION

The purpose of this document is to set forth specific investment policy and strategy guidelines for the City of Mansfield in order to achieve the goals of safety, liquidity, yield, and public trust for all investment activity. The City Council of the City of Mansfield shall review its policy and investment strategies annually. This policy serves to satisfy the statutory requirement (specifically the Public Funds Investment Act, Texas Government Code, Chapter 2256, and the “Act”) to define, adopt and review a formal investment strategy and policy.

### II. SCOPE

This investment policy applies to all financial assets of the City of Mansfield. These funds are accounted for in the City’s Comprehensive Annual Financial Report (CAFR) and include:

- Governmental Funds
- Proprietary Funds
- Fiduciary Funds

### III. INVESTMENT OBJECTIVES & STRATEGIES

The City of Mansfield shall manage and invest the assets of all of its funds with the following objectives. The safety of the principal invested always remains the primary objective. All investments shall be designed and managed in a manner responsive to the public trust and consistent with State and Local law.

#### A. Suitability of Investments

The City of Mansfield, Texas maintains a commingled pool of operating and non-operating funds for the purpose of obtaining economies of scale in investments

and reduced transaction costs while providing separate investment accounting for its operating and non-operating funds. The City utilizes the specific investment strategy considerations designed to address the characteristics of its portfolio:

1. The City’s first investment strategy is to assure that anticipated cash flows are matched with adequate investment liquidity.
2. The second investment strategy is to create a portfolio structure that will experience minimal volatility during economic cycles (high quality paper, short-to-mid-term maturities, laddered or barbell maturity structures).
3. The third investment strategy is to maintain maximum dollar weighted average maturity of 365 days or less and will be calculated using the stated final maturity date of each security.

#### B. Safety

The primary objective of the City’s investment activity in all funds is the preservation of capital in the overall portfolio. Each investment transaction shall be conducted in a manner to avoid capital losses, whether they are from securities default or erosion of market value.

#### C. Liquidity

The City’s investment portfolio for all funds shall be structured such that the City is able to meet all obligations in a timely manner. This shall be achieved

by matching investment maturities with forecasted cash flow requirements and by investing in securities with active secondary markets.

#### D. Yield

The City's cash management portfolio of all funds shall be designed with the objective of regularly exceeding the average rate of return on three-month U.S. Treasury Bills. The investment program shall seek to augment returns above this threshold consistent with risk limitations identified herein and prudent investment policies. The City shall maintain a comprehensive cash management program which includes collection of accounts receivable, vendor payment in accordance with invoice terms, State Statutes, and prudent investment of available cash. Cash management is defined as the process of managing monies in order to insure maximum cash availability and maximum yield on short-term investment of pooled idle cash.

#### E. Risk and Diversification

The City of Mansfield recognizes that investment risks can result from issuer defaults, market price changes or various technical complications leading to temporary illiquidity. Risk is controlled through portfolio diversification which shall be achieved by the following general guidelines:

1. Risk of issuer default is controlled by limiting investments to those instruments allowed by the Act, which are described herein.
2. Risk of market price changes shall be controlled by avoiding over-concentration of assets in a specific maturity sector,

limitation of average maturity of operating funds investments to one year, and avoidance of over-concentration of assets in specific instruments other than U.S. Treasury securities and insured or collateralized certificates of deposit.

3. Risk of illiquidity due to technical complications shall be controlled by the selection of securities dealers as described in Section VII.

#### F. Marketability

The investment officer shall strive to ensure that the market value of each investment exceeds the book value. The City shall pursue an active versus a passive portfolio management philosophy. That is, securities may be sold before they mature if market conditions present an opportunity for the City to benefit from the trade. The investment officer will routinely monitor the contents of the portfolio, the available markets, and the relative value of competing instruments, and will adjust the portfolio accordingly.

#### G. Public Trust

All participants in the City's investment process shall seek to act responsibly as custodians of public trust. Investment officials shall avoid any transaction which might impair public confidence in the City's ability to govern effectively.

#### IV. RESPONSIBILITY AND CONTROL

##### A. Delegation of Authority and Training

Authority to manage the City's investment program is derived from resolution of the City Council. The Director of Finance is designated as investment officer of the City and is responsible for investment decisions and activities. Unless authorized by law, a person may not deposit, withdraw, transfer or manage in any other manner the funds of the City. The Director of Finance shall establish written procedures for the operation of the investment program, consistent with this investment policy. The investment officer shall attend at least one training session relating to the officer's responsibility under the Act within 12 months after assuming duties. Thereafter, the investment officer shall attend an investment training session not less than once every two years and receive not less than 10 hours of instruction relating to investment responsibilities from an independent source approved by the City Council.

##### B. Internal Controls

The Director of Finance is responsible for establishing and maintaining an internal control structure designed to ensure that the assets of the entity are protected from loss, theft or misuse. The internal control structure shall be designed to provide reasonable assurance that these objectives are met. The concept of reasonable assurance recognizes that (1) the cost of a control should not exceed the benefits likely to be derived; and (2) the valuation costs and benefits require estimates and judgments by management.

Accordingly, the Director of Finance shall establish a process for annual independent review by an external auditor to assure compliance with policies and procedures. The internal controls shall address the following points:

1. Control of collusion.
2. Separation of transaction authority from accounting and record keeping.
3. Custodial safekeeping.
4. Avoidance of physical delivery securities.
5. Clear delegation of authority to subordinate staff members.
6. Written confirmation for telephone (voice) transactions for investments and wire transfers.
7. Wire transfer arrangement with the depository bank or third party custodian.

##### C. Monitoring

The investment officer shall monitor the market price of investments by checking the Wall Street Journal on a daily basis and monitoring statements from financial institutions. The investment officer may seek a third party independent pricing source to determine the value of the portfolio.

##### D. Prudence

The standard of prudence to be applied by the investment officer shall be the "prudent investor" rule, which states: "Investments shall be made with judgment and care, under circumstances then prevailing, which persons of prudence, discretion and intelligence exercise in the management of their own affairs, not for speculation, but for investment, considering the probable safety of their capital as well as the probable income to be derived." In determining whether an investment officer has exercised prudence with respect to an investment decision, the determination shall be made taking into consideration:

1. The investment of all funds, or funds under the City's control, over which the officer had responsibility rather than a consideration as to the prudence of a single investment.

2. Whether the investment decision was consistent with the written investment policy of the City

The investment officer, acting in accordance with written procedures and exercising due diligence, shall not be held personally responsible for a specific security's credit risk or market price changes, providing that these deviations are reported immediately and that appropriate action is taken to control adverse developments.

#### E. Ethics and Conflicts of Interest

City staff involved in the investment process shall refrain from personal business activity that could conflict with proper execution of the investment program, or which could impair the ability to make impartial investment decisions. City staff shall disclose to the City Manager any material financial interests in financial institutions that conduct business with the City and they shall further disclose positions that could be related to the performance of the City's portfolio. City staff shall subordinate their personal financial transactions to those of the City, particularly with regard to timing of purchases and sales.

An investment officer of the City who has a personal business relationship with an organization seeking to sell an investment to the City shall file a statement disclosing that personal business interest. An investment officer who is related within the second degree by affinity or consanguinity to an individual seeking to sell an investment to the City shall file a statement disclosing that relationship. A statement required under this subsection must be filed with the Texas Ethics Commission and the City Council.

### V. REPORTING

#### A. Monthly Reporting

The Director of Finance shall submit a signed monthly investment report that summarizes current market conditions,

economic developments and anticipated investment conditions. The report shall summarize investment strategies employed in the most recent month, and describe the portfolio in terms of investment securities, maturities, risk characteristics, and shall explain the total investment return for the month in compliance with state law.

#### B. Annual Report

Within 120 days of the end of the fiscal year, the Director of Finance shall present an audited annual report on the investment program and investment activity. This report may be presented along with the Comprehensive Annual Financial Report to the City Manager and City Council.

#### C. Methods

The monthly investment report shall include management summary that provides a clear picture of the status of the current investment portfolio and transactions made over the last month. This management summary will be prepared in a manner which will allow the City to ascertain whether investment activities during the reporting period have conformed to the investment policy. The report will be provided to the City Manager and City Council. The report will meet the requirements of Texas Government Code §2256.023(b) (4) and shall include the following:

1. A listing of individual securities held at the end of the reporting period.
2. Unrealized gains or losses resulting from appreciation or depreciation by listing the beginning and ending book and market value of securities for the period.
3. Additions and changes to the market value during the period.

4. Average weighted yield to maturity of portfolio on entity of investments as compared to applicable benchmark.
5. Listing of investments by maturity date.
6. The percentage of the total portfolio which each type of investment represents.
7. Statement of compliance of the City's investment portfolio with state law and the investment strategy and policy approved by the City Council.
8. For a pooled fund group, the report must contain a statement prepared in accordance with generally accepted accounting principles which includes the fully accrued interest for the reporting period.

## VI. AUTHORIZED INVESTMENTS

The City shall pursue an active versus a passive portfolio management philosophy. That is, securities may be sold before they mature if market conditions present an opportunity for the City to benefit from the trade. The investment officer will routinely monitor the contents of the portfolio, the available markets, and the relative value of competing instruments, and will adjust the portfolio accordingly.

### Investments

Assets of the City of Mansfield may be invested in the following instruments: provided, however, that at no time shall assets of the City be invested in any instrument or security not authorized for investment under the Act, as the Act may from time to time be amended.

#### A. Authorized

1. Obligations of the United States of America, its agencies and instrumentalities.
2. Direct obligations of the State of Texas and agencies thereof.
3. Other obligations, the principal of and interest on which are not unconditionally guaranteed by the State of Texas or the United States of America.
4. Obligations of the State, agencies thereof, counties, cities, and other political subdivisions of any state having been rated as investment quality by a nationally recognized investment rating firm, and having received a rating of not less than "A" or its equivalent.
5. Certificates of Deposit of state and national banks with a main office or branch in Texas, guaranteed or insured by the Federal Deposit Insurance or its successor or secured by obligations described in Sections A through D above, which are intended to include all direct agency or instrumentality issued mortgage backed securities rated AAA by a nationally recognized rating agency, or by Article 2529-b1, V.T.C.S., and that have a market value of not less than the principal amount of the certificates.
6. Fully collateralized direct repurchase agreements with a defined termination date secured by obligations of the United States or its agencies and instrumentalities pledged with a third party, selected by the Director of Finance, other than agency for the pledged obligation. Repurchase agreements must be purchased through a primary government securities dealer, as defined by the Federal Reserve, or a bank domiciled in

Texas. A Master Repurchase Agreement must be signed by the bank/dealer prior to investment in a repurchase agreement. All repurchase agreement transactions will be on a delivery versus payment basis. Securities received for repurchase agreements must have a market value greater than or equal to 105 percent at the time funds are disbursed.

7. Investment pools which meet the requirements of TEX.GOV.CODE §2256.016, provided the City Council has approved the specific pool.
8. No-load money-market mutual funds that are registered and regulated by the Securities and Exchange Commission, that has a dollar weighted average stated maturity of 90 days or fewer and includes in its investment objectives the maintenance of a stable net asset of \$1 for each share. The fund must maintain a rating of AAA, or its equivalent by at least one nationally recognized firm. The fund must conform to the requirements relating to the eligibility of investment pools.
9. No-Load mutual funds that are registered with the Securities and Exchange Commission, having an average weighted maturity of less than two years and is invested or secured in obligations described in 1 through 4 above. The fund must maintain a rating of AAA, or its equivalent by at least one nationally recognized firm. The fund must conform to the requirements relating to the eligibility of investment pools.

#### B. Not Authorized

The City's authorized investment options are more restrictive than those allowed by State law. State law specifically prohibits investments in the following investment securities:

1. Obligations whose payment represents the coupon payments on the outstanding principal balance of the underlying mortgage-backed security collateral and pays no principal.
2. Obligations whose payment represents the principal stream of cash flow from the underlying mortgage-backed security collateral and bears no interest.
3. Collateralized mortgage obligations that have a stated final maturity date of greater than 10 years.
4. Collateralized mortgage obligations the interest rate of which is determined by an index that adjusts opposite to the changes in a market index.
5. Commercial Paper, except as permitted by Section 2, paragraph 7, 8 and 9.

#### C. Holding Period

The City of Mansfield intends to match the holding periods of investment funds with the liquidity needs of the City. In no case will the average maturity of investments of the City's funds exceed one year. The maximum final stated maturity of any investment shall not exceed five years.

Investments in all funds shall be managed in such a way that the market price losses resulting from interest rate volatility would be offset by coupon income and current income received from the volume of the portfolio during a twelve month period.

### VII. SELECTION OF BANKS AND DEALERS

#### A. Depository

At least every five years, a depository shall be selected through the City's banking services procurement process, which shall include a formal request for proposal (RFP). In selecting a depository, the credit worthiness of institutions shall be considered, and the Director of Finance shall conduct a comprehensive review of prospective depository's credit characteristics and financial history.

#### B. Certificates of Deposit

Banks seeking to establish eligibility for the City's competitive certificates of deposit purchase program shall submit for review annual financial statements, evidence of federal insurance and other information as required by the Director of Finance.

#### C. Securities Dealers

For brokers and dealers of government securities, the City shall select only those dealers reporting to the Market Reports Division of the Federal Reserve Board of New York also known as the "Primary Government Security Dealers", unless a comprehensive credit and capitalization analysis reveals that other firms are adequately financed to conduct public business. Investment officials shall not knowingly conduct business with any firm with whom public entities have sustained losses on investments. All securities dealers shall provide the City with references from public entities which they are currently serving.

All financial institutions and broker/dealers who desire to become qualified bidders for investment transactions must supply the following as appropriate:

- audited financial statements;
- proof of National Association of Securities Dealer (NASD) certification;
- proof of state registration;
- completed broker/dealer questionnaire;

- certification of having read the City's investment policy signed by a qualified representative of the organization as defined by the State Statute;
- acknowledgement that the organization has implemented reasonable procedures; and control in an effort to preclude imprudent investment activities arising out of investment transactions conducted between the City and the organization

The investment officers are precluded from purchasing an investment from a representative who has not delivered the written information.

An annual review of the financial condition and registration of qualified bidders will be conducted by the Director of Finance.

### VIII. SAFEKEEPING AND CUSTODY

#### A. Insurance or Collateral

All deposits and investments of City funds other than direct purchases of U.S. Treasuries or Agencies shall be secured by pledged collateral. In order to anticipate market changes and provide a level of security for all funds, the collateralization level will be 105% of market value of principal and accrued interest on the deposits or investments less an amount insured by the FDIC. Evidence of the pledged collateral shall be maintained by the Director of Finance or a third party financial institution. Repurchase agreements shall be documented by a specific agreement noting the collateral pledge in each agreement. Collateral shall be reviewed monthly to assure that the market value of the pledge securities is adequate.

#### B. Safekeeping Agreement

Collateral pledged to secure deposits of the City shall be held by a safekeeping institution in accordance with a Safekeeping

Agreement which clearly defines the procedural steps in gaining access to the collateral should the City of Mansfield determine that the City's funds are in jeopardy. The safekeeping institution, or Trustee, shall be the Federal Reserve Bank or an institution not affiliated with the firm pledging the collateral. The safekeeping agreement shall include the signatures of authorized representatives of the City of Mansfield, the firm pledging the collateral, and the Trustee.

### C. Collateral Defined

The City of Mansfield shall accept on the following as collateral:

1. FDIC.
2. A bond, certificate of indebtedness, or Treasury Note of the United States, or other evidence of indebtedness of the United States that is guaranteed as to principal and interest by the United States.
3. Obligations, the principal and interest on which are unconditionally guaranteed or insured by the State of Texas.
4. A bond of the State of Texas or of a county, city or other political subdivision of the State of Texas having been rated as investment grade (investment rating no less than "A" or its equivalent) by a nationally recognized rating agency

with a remaining maturity of 10 years or less.

### D. Subject to Audit

All collateral shall be subject to inspection and audit by the Director of Finance or the City's independent auditors.

### E. Delivery vs. Payment

Treasury Bills, Notes, Bonds and Government Agencies' securities and all investments except investment pool funds and mutual funds shall be purchased using the delivery vs. payment method. That is, funds shall not be wired or paid until verification has been made that the correct security was received by the Trustee. The security shall be held in the name of the City or held on behalf of the City. The Trustee's records shall assure the notation of the City's ownership of or explicit claim on the securities. The original copy of all safekeeping receipt shall be delivered to the City.

## IX. INVESTMENT POLICY ADOPTION AND REVIEW

The City of Mansfield investment policy shall be adopted by resolution of the City Council. The Policy shall be reviewed for effectiveness on an annual basis and any modifications will be recommended for approval to the City Council.



## **THE CITY OF MANSFIELD STRATEGIC PLAN**

### **History and Purpose of the Plan**

Mansfield, Texas, is located in the southern sector of the fourth largest metropolitan area in the United States of America. The City of Mansfield encompasses 36.64 square miles. Current population estimates by City Planners suggest that the City is home to 59,230 people. In 1970, the City was home to 3,658 residents. Since 1970, the City's population has grown by 55,572 residents. Mansfield, Texas is the third largest City in the County, Tarrant, and is third only to Fort Worth, and Arlington, Texas in Tarrant County.

The Council of Governments, a coalition of local governments in the metropolitan area, continues to project growth in the population in Tarrant County over the next three decades. City Planners also continue to project growth in the City of Mansfield's population and ultimately project the population of the City to be home to 165,000 residents within in the next thirty to forty years.

In the decade of the 1970s, community leaders recognized the demands of meeting the needs of the new residents within the City of Mansfield, Texas. City infrastructure was aging and was unable to support the expectations of a new and growing population. City resources were limited: there was limited professional staff, limited infrastructure, and limited funding capacity. The land use was agricultural. Community leaders gathered, raised taxes, recruited, retained professional staff and began building a community. These community leaders are still active in the community today.

In addressing the service demands of the community, the City of Mansfield jumped in front of the expectations of growth in the decade of the 1980's and began creating and adopting several planning models to manage, aide and assist in the development of the City's infrastructure to support the needs of the growing community and its demand for services. These planning models included the Master Land Use Plan, the Master Thoroughfare Plan, the Master Drainage Plan, the Master Water & Sewer Plan, the Master Parks Plan, and the Master fiscal plan or the City's Strategic Plan. Planning models are generally based upon the expectations of future populations and the expected use of the infrastructure and services necessary to support the expected populations. The models are carefully reviewed and some require the public's involvement ensure that these documents are consistent with the interest of the vested stakeholders of the community. These plans change little year after year because of the deliberative processes and the assumptions used in planning for future land use and needed infrastructure. Generally, the primary planning model that drives the rest of the planning

models is the land use model because it determines population densities or expected populations. Of course, these plans are reviewed and modified by the City based upon changes in the use of the land or other reasons deemed to be appropriate by the City.

The City's Strategic Plan is a fiscal planning model that encompasses the City's other infrastructure planning models and focuses on the City's financial capacity, projected financial capacity and its ability to pay for the infrastructure and services expected to be needed in the future. The Strategic Plan focuses on the two primary purposes of the City of Mansfield, Texas: General Infrastructure, General Services and Water & Sewer Services. These two activities also referred to as Corporations of the City, address the primary demands of the patrons of the City of Mansfield, Texas.

The Strategic Plan is a business model intended to guide Management in making and evaluating business decisions affecting the community and managing the City's organization. These decisions include the allocation funding to programs, such as public safety, street programs, park programs, water, sewer services and the business administration of these City services. Year over year, these essential programs, are managed and developed to meet the needs of the population of the City.

This Strategic Plan is a planning tool used to address these demands for funding and identify potential stress points or weaknesses in the services being provided by the City as well. It is also designed to steer the City clear of fiscal distress or warn Management of potential fiscal stress when assuming a certain assumptions in spending patterns, inflationary provisions, infrastructure programs, and recruitment, retention programs. It also encourages the City to think into the future and in so doing, it encourages program managers to anticipate the future costs of future populations as well as current populations, while providing for the financial stability of the community by projecting the future costs of City services.

The City's first Strategic Plan was adopted and accepted by the City of Mansfield on November 27, 2000. It has been revised and subsequently adopted on April 22, 2002, December 8, 2003, September 12, 2005, July 28, 2008, August 31, 2010 and October 10, 2011.

## Guiding Policies and Development of the Strategic Plan

The City of Mansfield, Texas, annually prepares and reviews its comprehensive Strategic Plan. This plan is guided by and directed by long-term fiscal policies that have been in place for almost three decades. The benefits of these long-term fiscal policies are evident from the results of the fiscal performance of the City and the strength of the City's credit or its ability to repay its obligations within the community it serves and its creditors.

## City's Guiding Fiscal Policy - Growth pays for Growth

The current population of the City is only asked to bear its costs of services; the cost of infrastructure development and the related services needed to support the development is paid for by the population creating demand for these costs. This policy essentially manages the cost of development and cost of services with the new recipients of these services. The policy also encourages the timely development of infrastructure and discourages the City from developing its infrastructure too quickly because funding becomes too costly for existing stakeholders. Growth pays for Growth.

## Other Policies and Practices

Management knows that policies and practices are only as effective as the City's ability and political willingness to adhere to its policies and practices. The City Councils of the City of Mansfield, Texas, have supported and encouraged fiscal accountability and responsibility through the adoption of fiscal policies and the practices of fiscal policies. The instituted financial policies and practices generally govern, the fiscal performance of the City: a few of the practices are as follows:

### Revenues

- One Time Revenues matched with One Time Expenses
- Manage User Fees to match the market costs.
- Fund Cash and Reserve Requirements
- Effective utilization of potential tax base (undeveloped land)

### Expenses

- Service Excellence-Quality of service at the lowest costs.
- Community safety
- Managed growth-planning and Infrastructure development
- Recruitment of skilled workforce-Competitive Salary Program
- Protection of the City's credit ratings

Another key policy in keeping the City's fiscal condition in good health is the annual rating review with the big three rating houses: Fitch, Moody's and Standard & Poor's. The rating houses refer to this annual review as market surveillance which is a formalized requirement of the rating agencies. The City policy is to annually present the City's financial condition before each of the rating houses in New York, New York. This policy allows Management to clearly express its views before rating committee chairs who evaluate the City's credit. Management of the City is considered to be strong by the agencies.

## Fiscal Policy is measured

Each year in evaluating the Strategic Plan, Management considers its guiding policy by monitoring indices that encourage good fiscal health. These indices also alert Management of potential fiscal distress, stress or variances from the City's guiding fiscal policy of letting **"Growth Pay for Growth"**. Key indices include: debt ratios, coverage requirements and cash reserve requirements. If any of these ratios gets too low, Management is prompted to act in restoring these ratios to their normal levels.

### January – March

Divisions submit Staffing and Equipment requests for the ten year period.  
Divisions submit Capital Projects for Streets, Utility and Building Projects.

### February – April

Business Services review historical, current and future revenue sources and estimates budgeted revenues and expenditure growth.

### May – June

Business Services updates the Strategic Plan based on revised staffing, equipment and capital requirements. The Business Services Director estimates projected availability of funding for new staffing, equipment and capital requirements.

### June – September

The Business Services Division updates the Strategic Plan and reviews the plan with the City Manager. The City Manager presents the Plan for approval

## Strategic Plan

The Plan has been designed to meet the current and future service demands of the community based upon current management practices and current funding provisions of existing programs. It allows for the expected or projected service needs of the community for the next ten fiscal years, 2014-2023. The service needs include the Capital Improvement Programs, Operating & Capital Equipment Programs, Employee Recruitment Programs, and Expansion of Existing Programs. Major divisions and departments have provided input and need assessments for the expected service level requirements into the future.

The Plan is designed for continuous adjusting based on economic variables and local activity drivers that affect the service requirements. It provides for a degree of certainty in setting expectations for future spending and is expressive in its intent of future spending patterns, but is not to be construed as the final funding authority for future programs, future indebtedness or commitments to any program, vendor, stakeholder or other interested party of the City as occurrences in the development of the City may alter or change the priority of funding needed to service the City.

## Financial Forecast and Projections

The Strategic Plan includes revenues and expenditures for a period of ten years. The objective of the forecast is simply to measure or guide the allowance of costs. Over the ten year forecast, revenues and expenditures are projected to increase although not as dramatically as in prior years during the population boom period because of the recent trends of growth in the New Economy which suggest a more modest pace of growth in the population and the number of new businesses moving into the community.

In forecasting revenues and expenses for the City's General Fund and Water, Sewer Fund into the future, Management projects revenue trends to average in a range of 5% to 7% over the next ten years with expenses being controlled or managed to approximately 3% over the next ten years. The City could experience higher cost of operations because of the effects of federal monetary policy, rising interest rates, energy prices, commodity prices, labor markets, costs of raw water, and the costs of treating sewer water. Current spending patterns suggest that minimum costs could increase 3% year over year, but these spending patterns are extremely subject to economic variables that could easily adjust the trajectory of presently projected spending pattern. Detailed projections by revenue source and spending purposes are provided in following tables.

## Key Rates

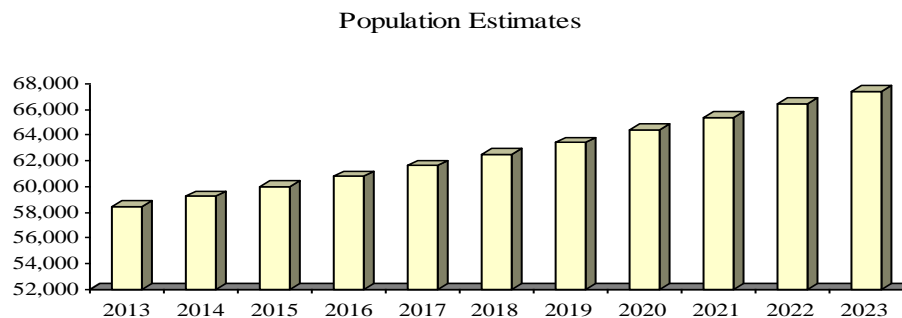
Tax Rate projections over the next ten years predict the tax rate to remain constant or at its current rate of \$.71 cents per \$100 in assessed valuation of property within the City of Mansfield, Texas. Water and Sewer rates are expected to remain constant over the next ten years with the exception of modest rate increases year over year. Modest increases

are expected to pay for the significant cost increases being passed along to the City for the cost of delivering raw water to the City's water treatment facilities and the cost of treating the City's sewer water. The City is closely monitoring these rate increases that are being charged by Tarrant Regional Water District and Trinity River Authority to the City for their capital expansion programs. These rates may or may not increase depending upon the costs being passed along to the City's customers.

## Current Economy, Future Economy

The City has increased service expectations as it has adjusted service programs to meet the current demand for services. Department heads have submitted and requested funding that is well beyond current revenue models. However, in an effort to maintain existing services, the City has significantly reduced future spending expectations because of the uncertainty in the national and global economies. All the while, the City is seeing continued growth in its residential, commercial, and industrial sectors of its economy and employment percentages continue to improve in the City. The State of Texas employment percentages continue to improve as well. Although, nationally some areas of the country are still struggling in their recovery from the Great Recession, the State of Texas and the North Texas region are doing well and the signatures of fundamental growth are present. The City expects these trends to continue into the future barring any unforeseen economic calamity.

Growth expectations are based on projected population estimates by the City's planning department. Support for these population projections are corroborated by the continued growth in the overall population of the State of Texas, and the continued population growth in the North Texas region.



The near term financial trends present favorable operating conditions within the City, and Management will continue to monitor the near term trends as projections are based on improving economic conditions within the City. Measurement indices of fiscal policies will be monitored by Management too. Continued assessment of the economy will condition Management's action and responses in adjusting the revenues and expenses of the City's primary activities.

## Strategic Plan Highlights

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### Population

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Estimated 2014:	59,230
Estimated 2023:	67,396

Expected population increases create the need for housing stock, infrastructure, and retail development. In the last decade of 2001 to 2010, the City added some 32,000 residents, 1990's decade the City added 10,000 residents. The population growth in the last two decades has been robust.

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### Capital Improvements

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General Fund Improvements:	\$80,478,600
Water & Sewer Fund Improvements:	\$78,520,000

Most of the General Fund improvements are for the improvement of the City's street infrastructure. General Fund improvements will be funded through the capital markets. The Water and Sewer Fund's significant improvements are attributable to the expansion of the treatment facility. The Water and Sewer Fund improvements will be funded through a combination of the capital markets and cash. Impact Fees are a significant resource used to offset the costs of these future improvements and will be used as they are collected over the next ten years for both activities.

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### Service Improvements & Operating Equipment

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General Fund Personnel	\$2,345,450
General Fund Equipment	\$12,058,727

Management has placed a priority on funding positions for the Public Safety Department. Most of the equipment is for the replacement and addition to the Public Safety vehicle inventory. The Water and Sewer Fund expects to maintain existing levels of service personnel over the next decade.

## What does the Strategic Plan mean to the Citizens of Mansfield?

The Strategic Plan provides a blueprint of staffing, operating and capital requirements in the FY 2013-2014 budget and anticipated requirements into future years. The plan is adjusted annually as conditions change and priorities change based on current and future growth projections. By identifying future needs, the City Council and City Management are better able to plan and develop strategies to maintain current service levels, structure debt to provide for infrastructure improvements and maintain financial stability. The plan identifies strengths and challenges in current and future years that enable City Council and Management to better plan for and adjust operations as needed.

## How does the Strategic Plan relate to the FY 2013-2014 budget?

The FY 2013-2014 budget provides funding to maintain the current service levels in all departments and provides for future growth and a strong equity position for the city. In prior and future years, Public Safety has been the focal point of attention in the needs assessment provided by City Council and Management. With the expansion of the city's park and recreation system, additional resources have been allocated to provide additional services for the expanded programming requirements. The ongoing maintenance of city streets and right of ways requires resources to be allocated to this service function as well. The Strategic Plan incorporates local, state and national economic trends and providing estimates for future budget years. The City has reviewed the fee structures in previous years to adequately match fees with cost of operations. These revenues have also been included in the FY 2013-2014 budget and projected into future years.

## How does the Strategic Plan improve overall service performance?

By identifying staffing, capital and operational requirements, additional resource allocation may be adjusted to reflect the increased service demand for each department and program. The slowdown in residential permit activity that began in FY 2006-2007 has challenged each division and department to evaluate operational requirements, staffing levels and capital requirements. The FY 2013-2014 operational budget increased to reflect increased service demands and identify staffing needs primarily in Public Safety, Street Maintenance and Community Services. In short, each division and department is charged with developing new and better operational techniques to maintain the service levels demanded by citizens and staff. The retention of a quality workforce maintains the overall service performance at all levels of the organization. Management and Council have committed to providing the "Best Value" for all citizens.



## The Results of the Plan

The Plan is a financial planning model used by Management and Staff and has become an effective management tool in managing the business concern of the City of Mansfield, Texas. It has become a guide, indicator and reference point for the Rating Agencies and the investment community in assessing the credit strength of the City. The Plan is a forward-looking statement and includes the City's expectations, hopes, intentions and strategies regarding the future. These forward looking statements included herein are necessarily based on various assumptions and estimates inherently subject to various risks and uncertainties, including risks and uncertainties relating to possible invalidity of the underlying assumptions and estimates and possible changes or developments in social, economic, business, industry, market, legal and regulatory circumstances and conditions and actions taken or omitted to be taken by third parties, including customers, suppliers, business partners, competitors and legislative, judicial and any other governmental authorities or officials. Assumptions related to the foregoing involve judgments with respect to, among other things, future economic, competitive, market conditions and future business decisions all of which are difficult or impossible to predict accurately and many which are beyond the control of the City. Any such assumptions could be inaccurate and there can be no assurance that the forward-looking statements included in this Executive Summary will prove to be accurate or binding.

## General Fund Strategic Plan Summary

General Fund	2014 Budgeted	2015 Projected	2016 Projected	2017 Projected	2018 Projected
<b>BEGINNING FUND BALANCE</b>	\$10,482,152	\$10,482,152	\$10,259,030	\$10,679,045	\$11,639,230
<b>REVENUES:</b>					
Ad Valorem Taxes	\$21,720,455	\$22,098,806	\$23,435,868	\$24,685,320	\$25,963,536
Sales and Use Taxes	8,855,960	9,298,758	9,763,696	10,251,881	10,764,475
Franchise Taxes	5,951,620	6,249,201	6,561,661	6,889,744	7,234,231
Licenses and Permits	1,263,599	1,326,779	1,393,118	1,462,774	1,535,912
Fines and Forfeitures	2,299,700	2,414,685	2,535,419	2,662,190	2,795,300
Interfund Transfer	810,532	810,532	810,532	810,532	810,532
Other Revenue	1,026,740	1,078,077	1,131,981	1,188,580	1,248,009
<b>TOTAL REVENUE:</b>	41,928,606	43,276,837	45,632,275	47,951,021	50,351,995
Percentage Change	9%	3%	5%	5%	5%
<b>EXPENDITURES:</b>					
General	2,115,494	2,180,074	2,246,851	2,315,907	2,387,329
Business	4,440,213	4,553,901	4,670,888	4,791,285	4,915,206
Police	14,011,310	14,668,007	15,433,286	16,231,239	16,978,036
Fire	10,172,829	10,531,606	10,903,825	11,290,025	11,690,764
Planning	3,288,966	3,403,465	3,522,191	3,645,310	3,772,995
Public	3,729,598	3,851,767	3,978,116	4,108,794	4,243,960
Community	3,616,700	3,741,039	3,869,900	4,003,458	4,141,896
Other	553,496	570,100	587,203	604,819	622,964
Capital	-	-	-	-	-
<b>TOTAL EXPENDITURES:</b>	41,928,606	43,499,959	45,212,260	46,990,837	48,753,150
<b>SOURCES/(USES):</b>	<b>0</b>	<b>(223,122)</b>	<b>420,015</b>	<b>960,184</b>	<b>1,598,845</b>
<b>PROJECTED FUND BALANCE</b>	10,482,152	10,259,030	10,679,045	11,639,230	13,238,075
Target Fund Balance: 25%	10,819,209	11,408,069	11,987,755	12,587,999	13,212,553
Surplus/(Deficit)	(337,057)	(1,149,038)	(1,308,710)	(948,769)	25,521
<b>PROJECTED DEBT SERVICE:</b>					
Property Taxes	\$12,441,798	\$12,648,719	\$12,250,341	\$12,477,928	\$12,713,034
Debt Ratio - % of Tax Rate	<b>37%</b>	<b>36%</b>	<b>34%</b>	<b>33%</b>	<b>32%</b>
Debt Ratio - % of Total Budget	<b>23%</b>	<b>23%</b>	<b>21%</b>	<b>21%</b>	<b>20%</b>

## General Fund Strategic Plan Summary

General Fund	2019 Projected	2020 Projected	2021 Projected	2022 Projected	2023 Projected
<b>BEGINNING FUND BALANCE</b>	\$13,238,075	\$15,418,527	\$18,007,490	\$20,512,451	\$24,070,395
<b>REVENUES:</b>					
Ad Valorem Taxes	\$27,282,857	\$28,533,838	\$29,129,925	\$30,967,257	\$33,445,390
Sales and Use Taxes	11,302,698	11,867,833	12,461,225	13,084,286	13,738,501
Franchise Taxes	7,595,943	7,975,740	8,374,527	8,793,253	9,232,916
Licenses and Permits	1,612,708	1,693,344	1,778,011	1,866,911	1,960,257
Fines and Forfeitures	2,935,065	3,081,818	3,235,909	3,397,704	3,567,589
Interfund Transfer	810,532	810,532	810,532	810,532	810,532
Other Revenue	1,310,409	1,375,930	1,444,726	1,516,963	1,592,811
<b>TOTAL REVENUE:</b>	<b>52,850,213</b>	<b>55,339,035</b>	<b>57,234,854</b>	<b>60,436,906</b>	<b>64,347,996</b>
Percentage Change	5%	5%	3%	6%	6%
<b>EXPENDITURES:</b>					
General	2,461,207	2,537,635	2,616,710	2,698,534	2,783,212
Business	5,042,770	5,174,102	5,309,330	5,448,588	5,592,015
Police	17,842,895	18,833,824	19,685,172	20,665,163	21,399,339
Fire	12,106,628	12,538,225	12,986,190	13,451,185	13,933,900
Planning	3,905,426	4,042,793	4,185,291	4,333,125	4,486,507
Public	4,383,776	4,528,411	4,678,041	4,832,849	4,993,025
Community	4,285,404	4,434,180	4,588,430	4,748,368	4,914,219
Other	641,653	660,903	680,730	701,152	722,186
Capital	-	-	-	-	-
<b>TOTAL EXPENDITURES:</b>	<b>50,669,760</b>	<b>52,750,072</b>	<b>54,729,893</b>	<b>56,878,962</b>	<b>58,824,402</b>
<b>SOURCES/(USES):</b>	<b>2,180,453</b>	<b>2,588,962</b>	<b>2,504,962</b>	<b>3,557,944</b>	<b>5,523,594</b>
<b>PROJECTED FUND BALANCE</b>	15,418,527	18,007,490	20,512,451	24,070,395	29,593,989
Target Fund Balance: 25%	13,834,759	14,308,714	15,109,227	16,086,999	16,891,349
Surplus/(Deficit)	1,583,769	3,698,776	5,403,225	7,983,396	12,702,640
<b>PROJECTED DEBT SERVICE:</b>					
Property Taxes	\$12,998,507	\$13,444,706	\$14,588,963	\$14,534,845	\$14,396,543
Debt Ratio - % of Tax Rate	<b>31%</b>	<b>29%</b>	<b>28%</b>	<b>27%</b>	<b>26%</b>
Debt Ratio - % of Total Budget	<b>20%</b>	<b>20%</b>	<b>20%</b>	<b>19%</b>	<b>18%</b>

## Utility Fund Strategic Plan Summary

Water & Sewer	2014 Budgeted	2015 Projected	2016 Projected	2017 Projected	2018 Projected
<b>REVENUE DESCRIPTION:</b>					
Water Sales	\$ 14,610,113	\$ 15,214,239	\$ 15,905,882	\$ 16,576,871	\$ 16,658,916
Sewer Sales	9,246,482	9,850,911	10,399,980	10,862,042	11,079,534
Wholesale	1,113,250	1,948,188	2,783,125	3,033,125	3,048,291
Other fees	1,137,121	1,171,234	1,205,348	2,140,397	2,151,099
Impact Fees	900,000	900,000	900,000	900,000	900,000
Interest Income	12,500	14,500	14,500	15,500	16,500
<b>TOTAL REVENUE:</b>	<b>27,019,466</b>	<b>29,099,072</b>	<b>31,208,835</b>	<b>33,527,935</b>	<b>33,854,340</b>
<b>EXPENSE DESCRIPTION:</b>					
Administration:	559,207	575,259	591,790	608,814	625,891
Billing and Collection:	845,998	876,989	909,205	942,699	970,439
Meter Reading and Repair:	883,973	916,790	773,736	792,565	811,181
Water & Distribution:	855,113	910,469	936,603	963,548	990,273
Waste Water Collection:	5,707,609	6,555,792	7,048,218	7,555,595	8,088,993
Water Quality Control:	7,409,535	7,902,585	8,719,636	9,508,620	10,207,752
Other	421,222	430,982	444,468	458,408	469,868
<b>TOTAL OPERATING EXP:</b>	<b>16,682,657</b>	<b>18,168,866</b>	<b>19,423,656</b>	<b>20,830,249</b>	<b>22,164,397</b>
<b>OPERATING REVENUE:</b>	<b>10,336,809</b>	<b>10,930,206</b>	<b>11,785,179</b>	<b>12,697,686</b>	<b>11,689,942</b>
	38%	38%	38%	38%	35%
<b>OTHER EXPENSES:</b>					
Transfers	810,532	810,532	810,532	810,532	810,532
Debt Service	6,313,316	6,324,720	7,328,470	7,314,826	7,131,695
<b>TOTAL OTHER OPERATING:</b>	<b>7,123,848</b>	<b>7,135,252</b>	<b>8,139,002</b>	<b>8,125,358</b>	<b>7,942,227</b>
<b>NET OPERATING ACTIVITY:</b>	<b>\$ 3,212,961</b>	<b>\$ 3,794,954</b>	<b>\$ 3,646,177</b>	<b>\$ 4,572,328</b>	<b>\$ 3,747,715</b>
<b>COVERAGE FACTOR:</b>					
Annual Debt Service	1.51	1.60	1.50	1.63	1.53
Maximum Annual Require	1.51	1.60	1.50	1.67	1.59
Average Annual Require	2.60	2.76	2.99	3.24	2.96

## Utility Fund Strategic Plan Summary

Water & Sewer	2019 Projected	2020 Projected	2021 Projected	2022 Projected	2023 Projected
<b>REVENUE DESCRIPTION:</b>					
Water Sales	\$17,015,013	\$17,368,019	\$17,563,715	\$17,761,616	\$17,961,747
Sewer Sales	11,301,597	11,521,696	11,651,518	11,782,803	11,915,567
Wholesale	3,063,532	3,078,850	3,094,244	3,109,715	3,125,264
Other fees	2,161,854	2,172,664	2,183,527	2,194,445	2,205,417
Impact Fees	900,000	900,000	900,000	900,000	900,000
Interest Income	16,500	16,500	16,500	16,500	16,500
<b>TOTAL REVENUE:</b>	<b>34,458,497</b>	<b>35,057,728</b>	<b>35,409,504</b>	<b>35,765,079</b>	<b>36,124,494</b>
<b>EXPENSE DESCRIPTION:</b>					
Administration:	643,458	661,527	681,373	701,814	722,868
Billing and Collection:	996,891	1,024,083	1,049,685	1,075,927	1,102,825
Meter Reading and Repair:	835,337	835,048	855,924	877,322	899,255
Water & Distribution:	1,017,775	1,076,076	1,102,978	1,130,552	1,158,816
Waste Water Collection:	8,737,338	9,408,463	9,690,717	9,981,438	10,280,882
Water Quality Control:	10,713,512	11,369,957	11,711,056	12,062,388	12,424,259
Other	481,615	493,655	505,997	518,647	531,613
<b>TOTAL OPERATING EXP:</b>	<b>23,425,926</b>	<b>24,868,810</b>	<b>25,597,730</b>	<b>26,348,089</b>	<b>27,120,519</b>
<b>OPERATING REVENUE:</b>	<b>11,032,571</b>	<b>10,188,919</b>	<b>9,811,774</b>	<b>9,416,990</b>	<b>9,003,975</b>
	32%	29%	28%	26%	25%
<b>OTHER EXPENSES:</b>					
Transfers	810,532	810,532	810,532	810,532	810,532
Debt Service	6,843,128	5,993,389	5,987,653	5,988,623	5,459,624
<b>TOTAL OTHER OPERATING:</b>	<b>7,653,660</b>	<b>6,803,921</b>	<b>6,798,185</b>	<b>6,799,155</b>	<b>6,270,156</b>
<b>NET OPERATING ACTIVITY:</b>	<b>\$ 3,378,911</b>	<b>\$ 3,384,998</b>	<b>\$ 3,013,589</b>	<b>\$ 2,617,835</b>	<b>\$ 2,733,819</b>
<b>COVERAGE FACTOR:</b>					
Annual Debt Service	1.49	1.56	1.50	1.44	1.50
Maximum Annual Require	1.71	1.57	1.50	1.58	1.57
Average Annual Require	2.78	2.55	2.45	2.34	2.23

For illustration purposes the plan has been prepared to allow for modest rate adjustments over the next five years and allowed for no rates adjustments in the last five years of the plan to show the impact of holding rates constant. This model suggests fiscal stress will be encountered during this period unless revenue or expenses are adjusted. The Average Annual Requirement is the leading indicator of potential fiscal stress. Although decreasing, other coverage factors remain fairly constant and suggest a good bill of fiscal health of the Water and Sewer Fund. Rates during this period may or may not be adjusted depending upon the factors affecting the economic variables assumed in this model.

**City of Mansfield  
Strategic Plan  
FY 2013-2014**

**ASSUMPTIONS**

**PROJECTS, EXPENSES, REVENUES**

## GENERAL FUND ASSUMPTIONS

### Revenues

Table 1

Table 1 estimates the amount of residential construction and corresponding increase in the population based on an assumed multiplier.

Year	Estimated Population	Estimated Units	Estimated Multiplier	Estimated Added Population	Estimated Population
Current	58,490	240	3.08	740	59,230
2014	59,230	250	3.08	770	60,000
2015	60,000	250	3.08	770	60,770
2016	60,770	275	3.08	848	61,618
2017	61,618	275	3.08	847	62,465
2018	62,465	300	3.08	925	63,390
2019	63,390	325	3.08	1,001	64,391
2020	64,391	325	3.08	1,002	65,393
2021	65,393	325	3.08	1,001	66,394
2022	66,394	325	3.08	1,002	67,396
2023	67,396	325	3.08	1,001	68,397

### Ad Valorem Tax Assumptions

Table 2

Table 2 estimates the estimated value of new construction of a single family residential dwelling and the corresponding property value. The tax rate assumption for Ad Valorem Taxes \$.71 cents.

Tax Year	Estimated Residential Units	New Commercial	New Residential	Total New Construction Value	Total New Ad Valorem Tax
Current	240	\$ 34,426,251	\$ 48,674,069	\$ 83,100,320	\$ 590,012
2014	250	48,859,504	42,901,609	91,761,113	651,504
2015	250	25,000,000	75,000,000	100,000,000	710,000
2016	275	25,000,000	82,500,000	107,500,000	763,250
2017	275	25,000,000	82,500,000	107,500,000	763,250
2018	300	25,000,000	90,000,000	115,000,000	816,500
2019	325	25,000,000	97,500,000	122,500,000	869,750
2020	325	25,000,000	97,500,000	122,500,000	869,750
2021	325	25,000,000	97,500,000	122,500,000	869,750
2022	325	25,000,000	97,500,000	122,500,000	869,750
2023	325	25,000,000	97,500,000	122,500,000	869,750

Table 3

Table 3 estimates the estimated value of the existing tax base and new construction value. The tax rate assumption for Ad Valorem Taxes \$.71 cents per \$100.

Tax Year	Beginning Value	New Construction Value	Existing Value Increase	Estimated Total Valuation	Projected Ad Valorem Tax
Current	\$ 4,421,890,676	\$ 83,100,320	\$ 44,218,907	\$ 4,549,209,903	\$ 32,299,390
2014	4,690,565,049	91,761,113	111,691,444	4,894,017,606	34,747,525
2015	4,894,017,606	100,000,000	32,209,014	5,026,226,620	35,686,209
2016	5,026,226,620	107,500,000	100,520,986	5,234,247,606	37,163,158
2017	5,234,247,606	107,500,000	105,656,620	5,447,404,225	38,676,570
2018	5,447,404,225	115,000,000	111,027,324	5,673,431,549	40,281,364
2019	5,673,431,549	122,500,000	116,539,437	5,912,470,986	41,978,544
2020	5,912,470,986	122,500,000	122,618,873	6,157,589,859	43,718,888
2021	6,157,589,859	122,500,000	128,656,901	6,408,746,761	45,502,102
2022	6,408,746,761	122,500,000	207,053,662	6,738,300,423	47,841,933
2023	6,738,300,423	122,500,000	222,595,070	7,083,395,493	50,292,108

## Sales Tax Assumptions

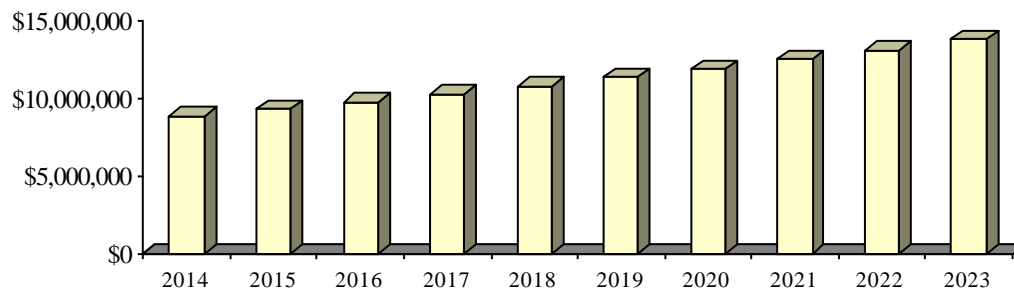
Table 4

Table 4 estimates the sales tax, mixed drink tax and utility sales tax. Beginning in FY 2014-2015, Sales Tax is expected to increase 3% annually.

Fiscal Year	Units	Per Capita	Sales Tax	Mixed Drink Tax	Utility Sales Tax	Total Annual Sales Tax
Current	240	\$ 134	\$ 7,839,754	\$ 118,000	\$ 16,500	\$ 7,974,254
2014	250	\$ 147	8,721,460	118,000	16,500	8,855,960
2015	250	\$ 153	9,164,258	118,000	16,500	9,298,758
2016	275	\$ 158	9,629,196	118,000	16,500	9,763,696
2017	275	\$ 164	10,117,381	118,000	16,500	10,251,881
2018	300	\$ 170	10,629,975	118,000	16,500	10,764,475
2019	325	\$ 176	11,168,198	118,000	16,500	11,302,698
2020	325	\$ 182	11,733,333	118,000	16,500	11,867,833
2021	325	\$ 189	12,326,725	118,000	16,500	12,461,225
2022	325	\$ 195	12,949,786	118,000	16,500	13,084,286
2023	325	\$ 202	13,604,001	118,000	16,500	13,738,501



Projected Sales Tax



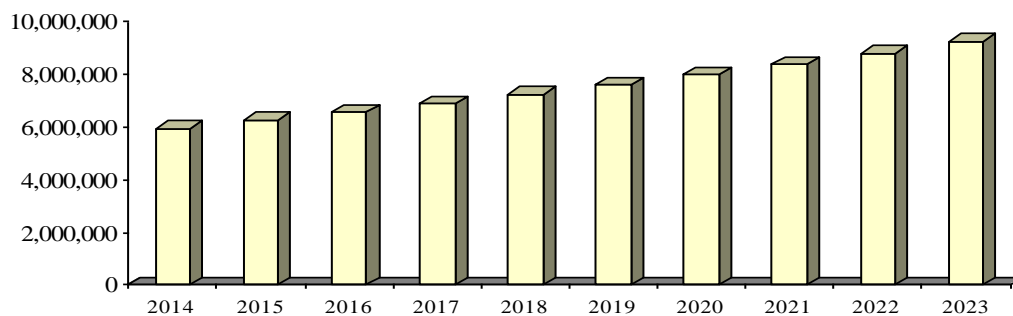
## Franchise Fee Assumptions

Table 5

Table 5 estimates the franchise tax collected on electricity, gas, phone and cable services.

Fiscal Year	Franchise Tax	Estimated Increase	Annual Percentage Increase	Estimated Total
Current	\$ 5,601,283			\$ 5,601,283
2014	5,951,621	350,338	6%	5,951,621
2015	6,011,137	238,064	5%	6,249,201
2016	6,071,249	490,412	5%	6,561,661
2017	6,131,961	757,783	5%	6,889,744
2018	6,193,281	1,040,950	5%	7,234,231
2019	6,255,213	1,340,730	5%	7,595,943
2020	6,317,766	1,657,974	5%	7,975,740
2021	6,380,943	1,993,584	5%	8,374,527
2022	6,444,753	2,348,500	5%	8,793,253
2023	6,509,200	2,723,716	5%	9,232,916

Projected Franchise Tax

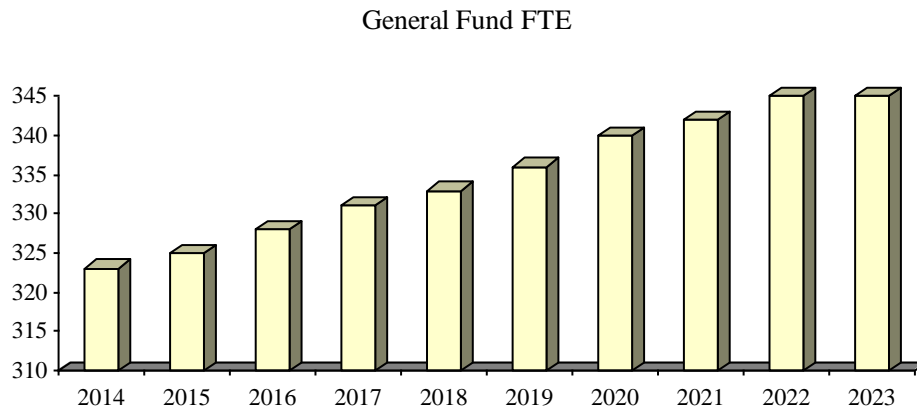


## Operating Expense Assumptions

The Operating Expense assumptions include an annual increase in personnel costs and operating costs of approximately 3%. New positions will be evaluated based on building permit activity and related population growth. The Capital Improvement Program has been structured to add infrastructure improvements annually with minimal impact on operating cost and debt ratios. The Strategic Plan is structured to provide:

- Operating expense growth based on population growth and development requirements.
- Increased staffing primarily in Public Safety.
- Annual increases in operating costs including utilities, fuel and supplies.
- The addition of new positions based on population growth related to residential building permit activity.

### Summary of Full Time Equivalent Positions



## Summary of Street Construction Projects

Note: costs include the expected collection of impact fees and may vary from amounts borrowed depending upon the anticipated collection of impact fees.

### FY 2014 - \$7,300,000

- Broad-Wisteria Signal
- Clover Hill Road (1500-1600 block)
- Country Club, Cypress, Kingston and Pinehurst Courts
- Debbie Lane Median (FM 157 to Business 287)
- Debbie/US 287 Intersection Design
- Fox Hollow
- Ft. Worth Street
- Hamil/Hillcrest St., E Dallas to Kay Lynn
- N Mitchell Road
- Prarieview Drive (Price to Waxahachie & S. Waxahachie (Sherman to new concrete)
- Price Road (Dallas to Main)
- South Heritage
- Towne Crossing-Debbie Lane Signal
- Turner Warnell Design
- Walnut Creek Drive

### FY 2015 - \$6,125,000

- Debbie-US 287 Intersection Construction
- Newt Patterson Overlay (North to City Limit)
- Matlock-Heritage Parkway Signal

### FY 2016 - \$6,607,100

- Cedar St. (Palm to Magnolia)/Laurel Ct.
- Holland Phase 1 Construction (Grand meadow to Waterford Glen)
- Magnolia St. (Broad to Shady Valley)
- Short St.
- Traffic Signal Implementation (City Wide)
- Turner Warnell Construction
- Main to FM 157/Connector/Russell-Design & ROW
- Mouser Way (Limited Participation)

FY 2017 - \$6,837,500

- Main to FM 157/Russell Construction
- Holland Construction (Waterford Glen to Britton Rd) Design & ROW
- Day Mair (E. Broad St. to Seeton) Design & ROW
- Stell (Walnut Creek to price Rd)

FY 2018 - \$9,500,000

- Holland Construction Phase 1
- Day Mair Construction Phase 1

FY 2019 - \$9,100,000

- Holland Construction Phase 2
- Day Mair Construction Phase 2

FY 2020 - \$5,000,000

- Misc. Residential Street Reconstruction

FY 2021 - \$5,000,000

- Misc. Residential Street Reconstruction

FY 2022 - \$5,000,000

- Misc. Residential Street Reconstruction

FY 2023 - \$5,000,000

Misc. Residential Street Reconstruction

## Summary of Land Acquisitions and Facility Construction Projects

FY 2014 - \$8,759,000

- Tactical Training Facility Expansion-\$2,400,000
- Emergency Dispatch Center Expansion-\$1,200,000
- Animal Control Facility Expansion-\$1,150,000
- LEC Training Building-\$29,000
- Fire Station #2-\$360,000
- Land \$3,620,000

FY 2015 - \$0

FY 2016 - \$50,000

- LEC-Building Upgrades-\$50,000

FY 2017 - \$0

FY 2018 - \$0

FY 2019 - \$6,100,000

- 
- Public Safety Building Expansion-\$6,100,000

FY 2020 - \$0

FY 2021 - \$100,000

- LEC-Mechanical Upgrades-\$100,000

FY 2022-\$0

FY 2023- \$0

## Water and Sewer Fund Assumptions

### Summary of Utility Construction Projects

Note: costs include the expected collection of impact fees and may vary from amounts borrowed depending upon the anticipated collection of impact fees.

FY 2014 - \$13,670,000

- 16" water line crossing SH 360
- 16" water line Main St. and FM917
- 12" water line Main St.
- 12" water line Debbie Lane
- 12" water line National Pkwy
- Misc utilities for roadway bond projects
- Walnut Creek sewer interceptor condition assessment
- Maintenance Service Facility

FY 2015 - \$14,750,000

- SW 2 MG EST & 24" water line design and right of way
- 30" water line Lone Star, 16" Mitchell
- Misc. water- Easy, Cotton, Billingslea, Sayers, Plainview & Circleview
- Parkridge South sewer
- 12" sewer line FM157
- Clearwell #3 @ Bud Ervin Water Plant

FY 2016 - \$18,700,000

- SW 2 MG EST & 24" water line-construction
- 12" water line US 287 south of Broad St.
- 20", 16" & 12" water lines Main St & US 287-(50% of project)
- Final Expansion of Bud Ervin Water Treatment Plant (60MGD)
- Misc utilities for roadway bond projects

FY 2017 - \$3,900,000

- 20", 16" & 12" water lines Main St & US 287-(50% of project)
- 16" water line Main St.
- SH 360 lift station replacement
- Misc. utilities for roadway bond projects
- Knob Hill distribution system replacement

FY 2018 - \$5,550,000

- 30" water line Matlock south of Broad St.
- Walnut Creek sewer interceptor
- Misc. utilities for roadway bond projects

FY 2019 - \$1,700,000

- 12" water line North Main St.
- Misc. utilities for roadway bond projects

FY 2020 - \$4,100,000

- Walnut Creek sewer interceptor
- Misc. utilities for roadway bond projects

FY 2021 - \$1,800,000

- 24" water line Newt Patterson
- Misc. utilities for roadway bond projects

FY 2022 - \$7,750,000

- Lone Star 2.5MG EST
- Misc. utilities for roadway bond projects

FY 2023 - \$6,600,000

- Phase 1 Future Water Treatment Plant Design
- Misc. utilities for roadway bond projects

## MAJOR REVENUES

### General Fund

City Revenues are based on a combination of factors including analysis of historical revenue, anticipated changes in the local economic environment and projected growth and development throughout the City. The City of Mansfield also uses a variety of factors in determining the availability of revenue to fund operations throughout the city including but not limited to *qualitative and quantitative revenue forecasting, trend analysis, multiple regression, time series analysis, multi-year historical data, national, state and local economic trends, undeveloped land, actual and proposed development, quantitative and qualitative factors including plats, building permits and the long term financial plan.*

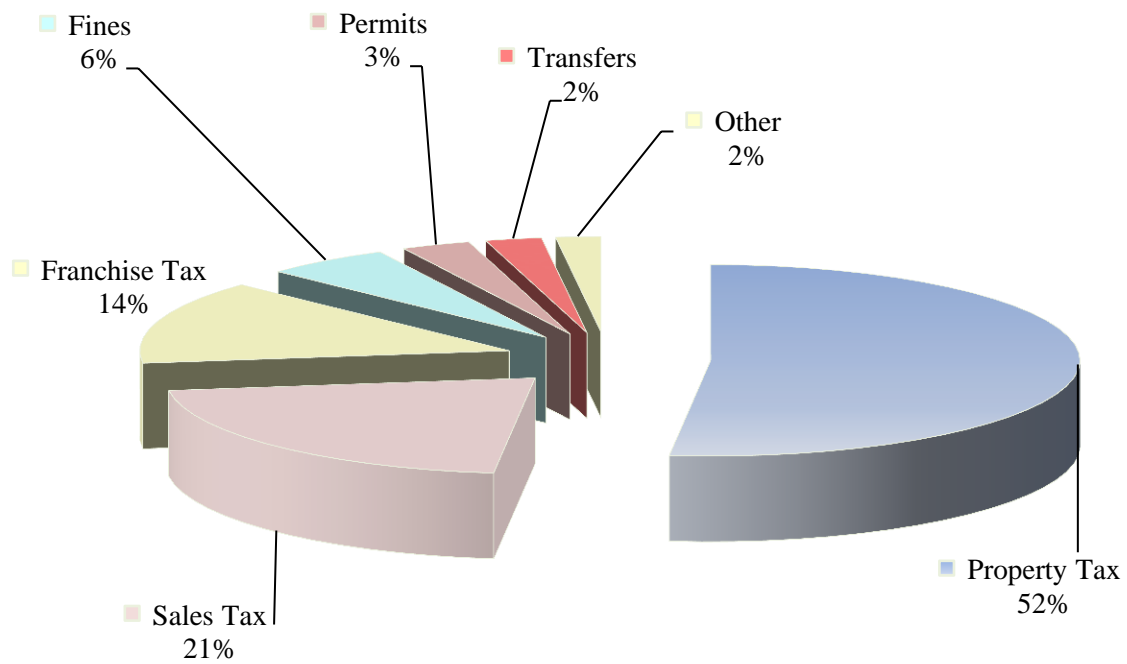
The City of Mansfield has historically used conservative estimates to forecast revenues in all funds. In FY 2013-2014, the city has aggressively estimated revenues based on residential and commercial, aggressive economic development efforts and increased commercial and residential developments within the City. Continued development in the medical corridor and the southeast portion of the city is expected in FY 2013-2014. Residential and commercial property valuations have followed recent local, state and national trends. Property Values increased approximately 4.3% of which new construction was approximately \$91,761,113. Mineral valuations dropped from FY 2012-2013 levels. Recent and projected new retail centers are expected to generate additional sales tax revenue.

Description	Actual 2009-2010	Actual 2010-2011	Actual 2011-2012	Budget 2012-2013	Budget 2013-2014	Percent
Property Tax	\$ 19,057,275	\$ 19,698,257	\$ 19,675,910	\$ 20,274,690	\$ 21,720,455	7.13%
Sales Tax	7,262,803	7,382,207	7,901,124	7,974,254	8,855,960	11.06%
Franchise Fees	5,221,936	5,615,739	5,787,799	5,601,283	5,951,621	6.25%
Permits	1,147,481	897,312	1,115,936	950,000	1,263,599	33.01%
Fines & Fees	1,278,126	2,061,283	2,200,739	1,987,407	2,299,700	15.71%
Transfers	675,720	662,553	662,552	810,532	810,532	0.00%
Other	935,290	1,186,468	1,352,780	839,080	1,026,739	22.36%
<b>Total</b>	<b>\$ 35,578,631</b>	<b>\$ 37,503,819</b>	<b>\$ 38,696,840</b>	<b>\$ 38,437,246</b>	<b>\$ 41,928,606</b>	<b>9.08%</b>
Percentage		5.41%	3.18%	-0.67%	9.08%	

A total of \$41,928,606 is projected in the General Fund for FY 2013-2014. This represents a 9.08% increase over the FY 2012-2013 budget or \$3,491,360 in increased revenue. The assumptions used by the City to formulate the projected 2013-2014 budget are explained and illustrated below. The Property tax is \$.71 in FY 2013-2014 and represents no increase in the property tax rate.



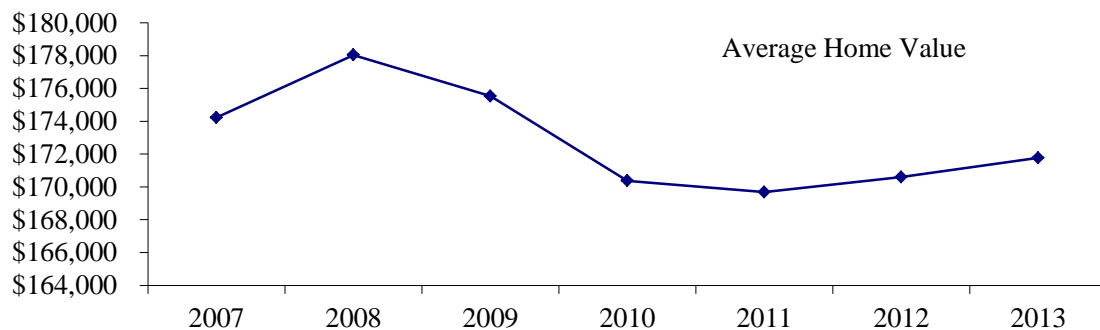
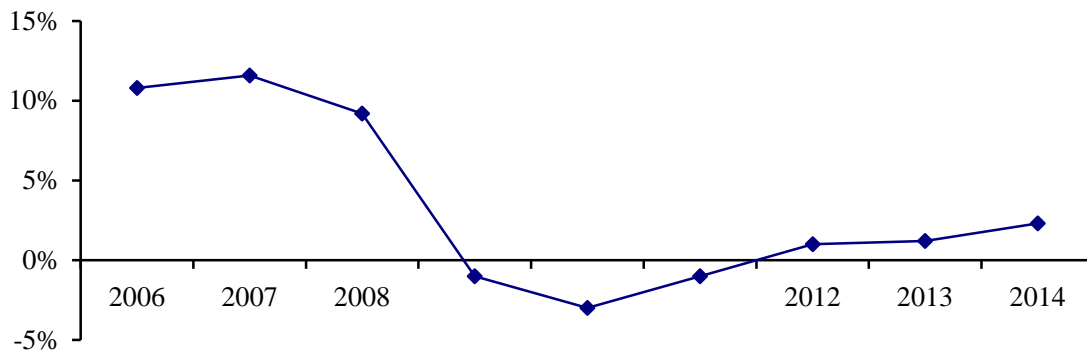
## General Fund Revenue Composition Budget 2013-2014



## Property Tax Revenue

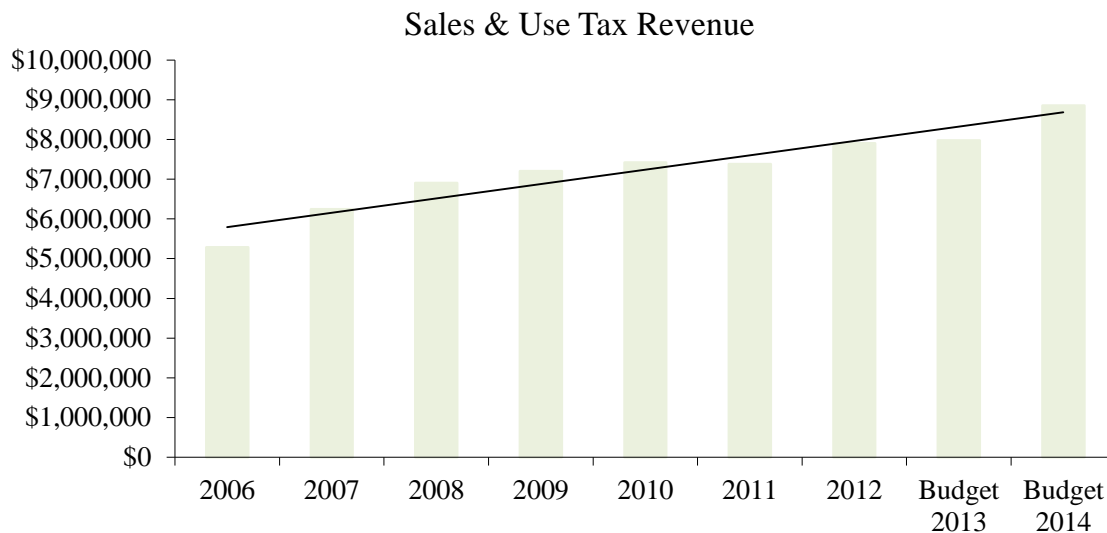
Property Tax accounts for approximately 52% of all revenue in the General Fund. Property Tax revenue is budgeted at \$21,720,455 in FY 2013-2014 an increase of 7.13% or \$1,445,765. The increase in property tax is from an increase in new property valuations and new growth. New construction activity in FY 2013-2014 is anticipated to increase as economic conditions improve and commercial and retail developments increase. Property tax estimates are based on the valuation of real and personal property within the City of Mansfield, Texas. Over the past eight year period, residential home values have increased approximately 75.5%. In FY 2013-2014 the average residential home increased in value approximately 2.3%. New construction in FY 2013-2014 was approximately \$ 91,761,113. The production of natural gas and value of mineral interests within the City of Mansfield decreased over prior years due to the reduced price of natural gas.

New Property Value



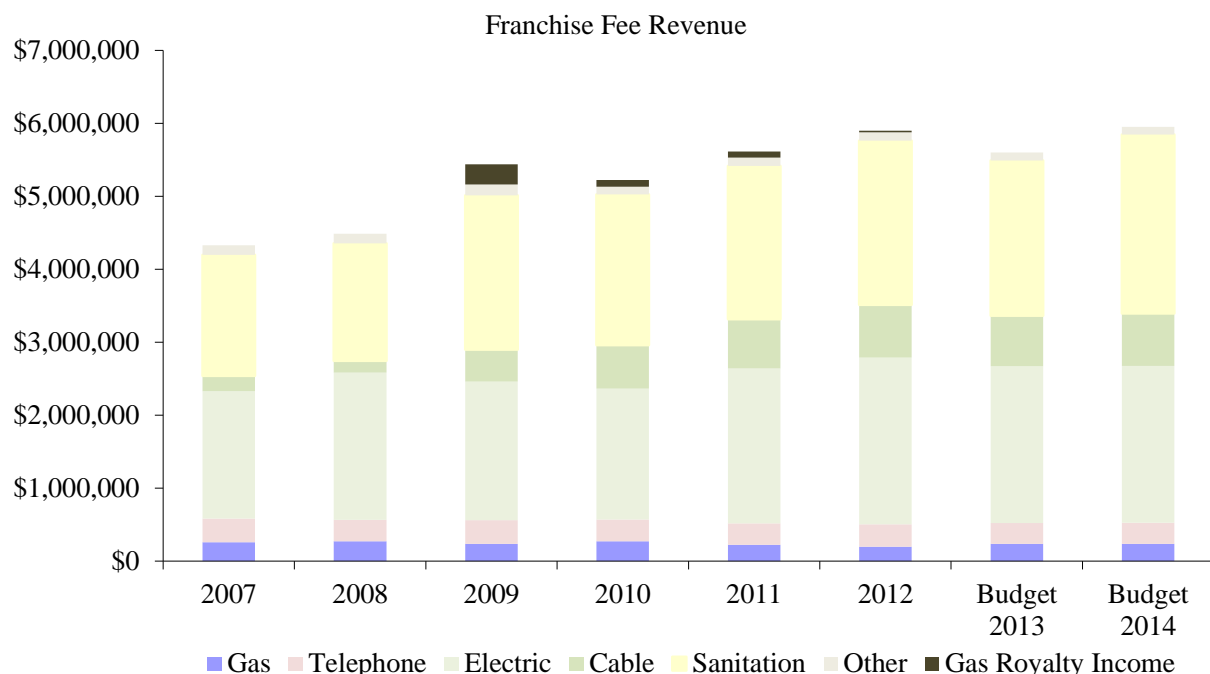
## Sales Tax Revenue

Sales Tax accounts for approximately 21% of all revenue in the General Fund. Sales tax revenue also supports the Mansfield Park Facilities Development Corporation and Mansfield Economic Development Corporation. Sales Tax is budgeted at \$8,855,960 in FY 2013-2014 or a 11.06% increase over FY 2012-2013. Budgeted sales tax has historically increased 12.77%. In 2013-2014, the City anticipates increase in retail spending activity from new retail developments such as Sam's Wholesale Club and the improving economy. The City anticipates that retail spending will increase in FY 2013-2014 from several new retail and commercial developments scheduled to come on line in FY 2013-2014. Retail and entertainment venues including the Hawaiian Falls Water Park, Big League Dreams Sports Park, and the medical corridor will continue to attract retail and commercial development in the short and long term. Through the Mansfield Economic Development program, the City is constantly searching for new retail, commercial and industrial developments to grow its retail base. The City continues to attract high quality development and expects increased retail activity to continue into 2014.



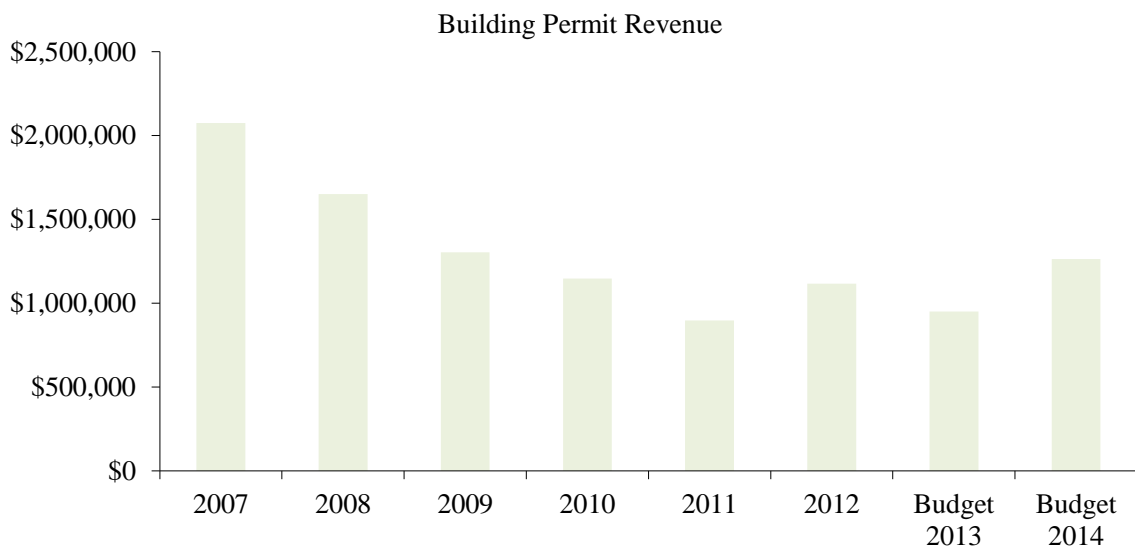
## Franchise Tax Revenue

Franchise Tax accounts for approximately 14% of all revenue in the General Fund. Franchise tax revenue includes revenue from electric, gas, telephone, cable and sanitation franchise agreements. In FY 2013-2014, Franchise Tax revenue is projected to increase 6.25% from revenues derived from the city's sanitation service. The electric and gas franchise taxes are tied to actual usage and weather conditions. Annually, Franchise Fees have increased an average of 7%. The actual number of users and the weather patterns throughout the year determines the Electric and Gas Franchise fee revenue. The revenue may increase or decrease depending on the volume usage of kilowatt-hours per household, hot or dry conditions during the year and the number of new residential and commercial users.



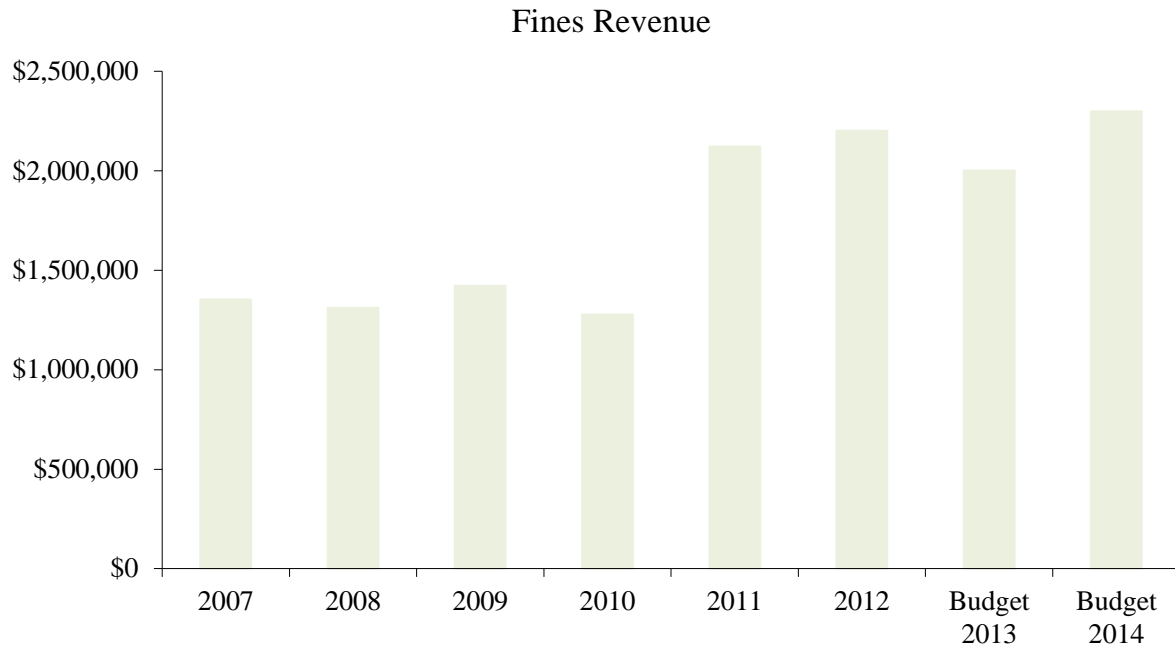
### Licenses and Permits

The License and Permit revenues are derived primarily from residential and commercial building activity. Historically, 5% of the General Fund budget has been derived from permit activity. In Fiscal Year 2013-2014, budgeted permit activity accounts for approximately 3% of the General Fund budget. The uncertainty in the residential building activity regionally and nationally has reduced the budgeted amount in this activity over the past three years. In FY 2013-2014, the city anticipates this revenue to increase from new retail and commercial developments that will begin some phase of design and construction. In FY 2012-2013, building permit activity is expected to exceed budgeted projections.



## Fines & Forfeitures

The Fines and Forfeiture revenue make up approximately 6% of budgeted General Fund budgeted revenue in FY 2013-2014. Two primary sources, Gas Well Inspection Fees and Court Fines, account for 85.2% of the total revenue generated in this activity. Other revenues include animal shelter fines, library fines, alarm permit fees and miscellaneous fines. Gas Well Inspection Fees are budgeted at \$575,000 and court fines and fees are budgeted at \$1,385,000.

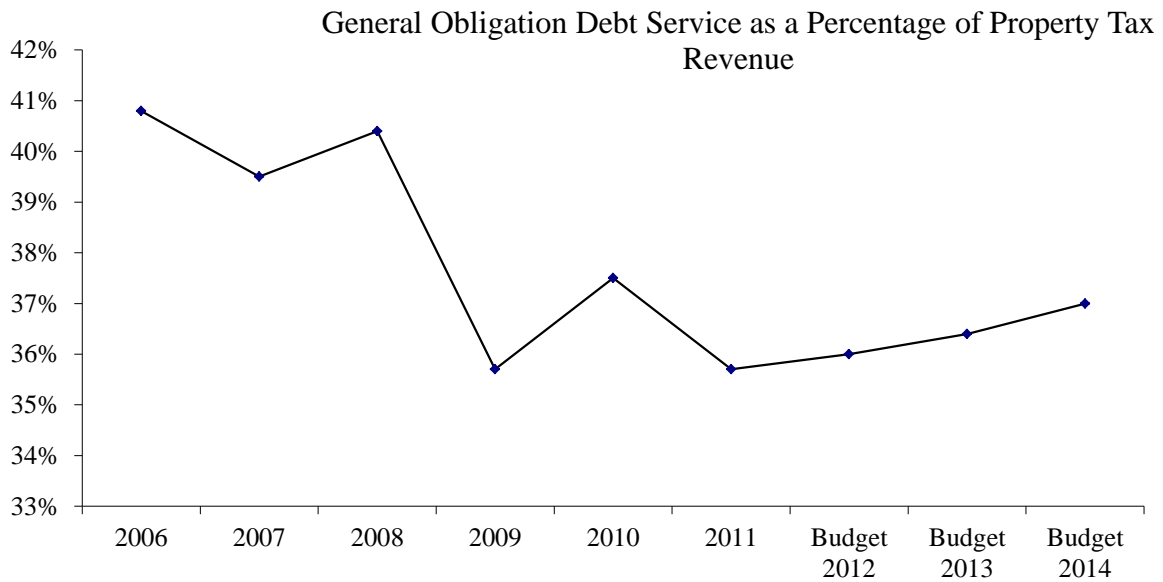


## DEBT SERVICE FUND REVENUE ASSUMPTIONS

FY 2013-2014 revenues in the Debt Service Fund are based on the amount of outstanding General Fund Operating Debt requirements. The Budgeted amount for FY 2013-2014 in the Debt Service Fund is \$11,941,800. The budgeted amount is 2.24% over FY 2012-2013 or \$261,378.

### Property Tax Revenue

Property Tax accounts for 100% of all funding in the General Obligation Debt Service Fund. Illustrated below is a summary of the Debt Service Fund historical, current and future projections.

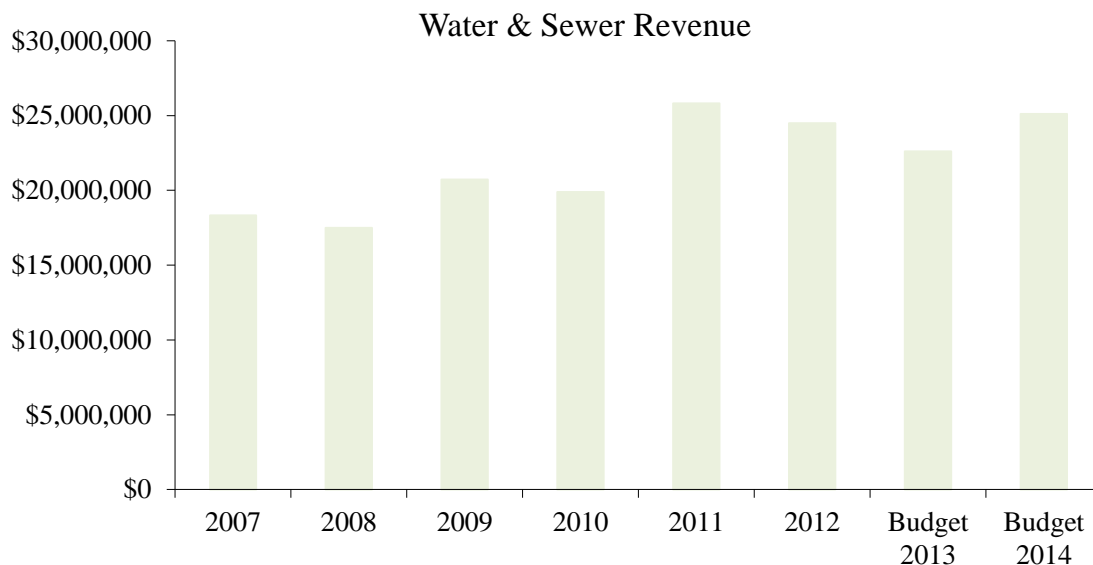


### ENTERPRISE FUND REVENUE ASSUMPTIONS

FY 2013-2014 revenues are based on a combination of factors including analysis of historical revenue, anticipated changes in the local economic environment and projected growth and development throughout the City. The Enterprise Fund Revenue includes the Water & Sewer Fund, Law Enforcement Center Fund and the Drainage Utility Fund. Each fund has revenue that is unique to each fund and is described in the following illustrations.

#### Water & Sewer Fund

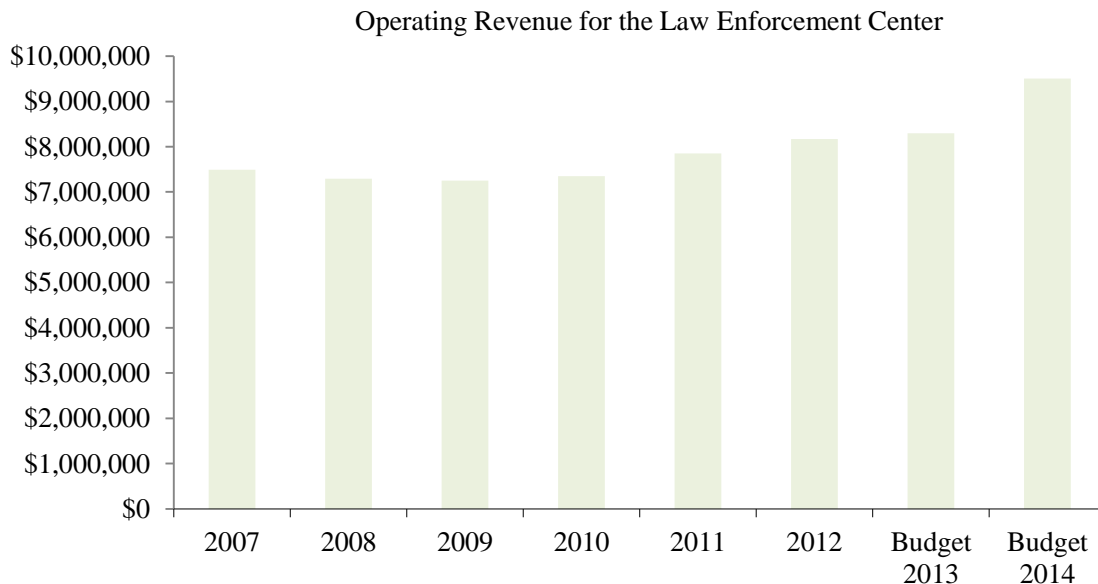
The budgeted revenue in the Water & Sewer fund is \$25,099,511 or an increase of 11% over FY 2012-2013 due to rate increases and demand for water and sewer treatment. The primary revenue source in this fund is Water Sales that makes up 58.9% of all budgeted revenue and Sewer Service that make up 36.8% of all revenue.



## Law Enforcement Center Fund

The budgeted revenue in the Law Enforcement Center Fund is \$9,506,948 or a 14.6% increase over FY 2012-2013. The increase in revenue for FY 2013-2014 is due to a 4% contract increase from the City of Ft. Worth contract and the projected increase in other contract housing of prisoners. The City of Ft. Worth contract is budgeted at \$6,142,277 to house prisoners.

The primary revenue source in this fund is the rental of jail beds to the City of Ft. Worth and the United States Government that make up 94% of budgeted revenue. The Law Enforcement Center rents beds to the United States Government at a rate of \$46.60 per day. Other revenue includes telephone commissions, prisoner transportation charges and salary reimbursements.



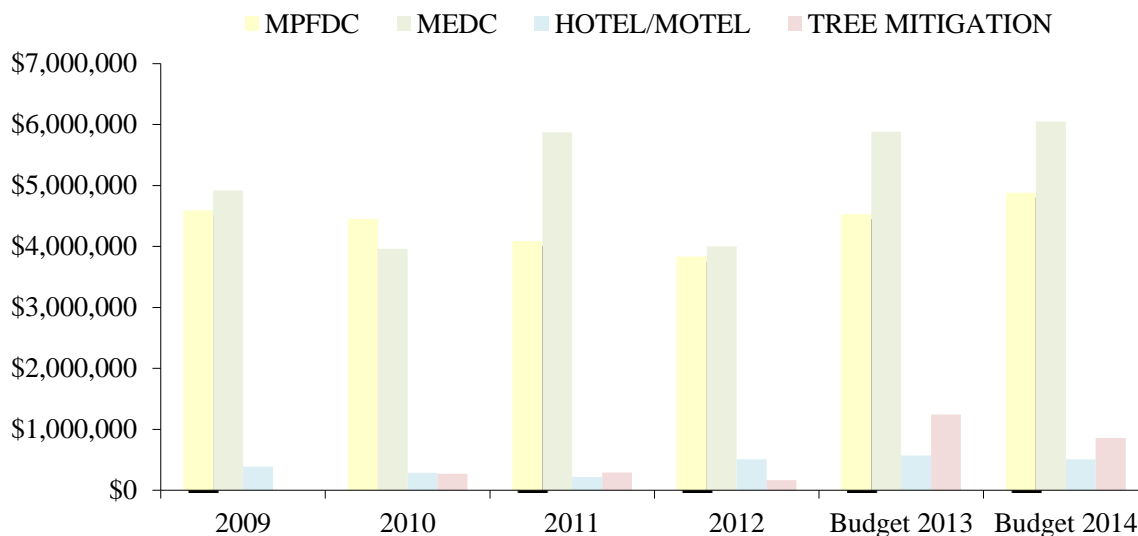
## Drainage Utility Fund

The budgeted revenue in the Drainage Utility Fund in FY 2013-2014 is \$1,260,371 or an 2.2% increase over FY 2012-2013. \$526,670 is dedicated for principal and interest payments. The increased revenue is based on historical revenue patterns over the last three years.

## SPECIAL REVENUE FUND ASSUMPTIONS

FY 2013-2014 revenues are based on a combination of factors including analysis of historical revenue, anticipated changes in the local economic environment and projected growth and development throughout the city. The Special Revenue Funds includes the Hotel/Motel Tax Fund, Mansfield Park Facilities Development Corporation Fund, Tree Mitigation Fund and The Mansfield Economic Development Fund. Each fund has revenue that is unique to each fund and is described in the following illustrations.

### Special Revenue Funds



### Hotel/Motel Tax Fund

The budgeted revenue for FY 2013-2014 in the Hotel/Motel Tax Fund is \$509,020 or a 10.9% decrease from FY 2012-2013. Revenue from this fund is derived from a hotel/motel tax on hotel and motel occupied rooms within the City of Mansfield. The recent developments in Arlington including the new Dallas Cowboy's stadium and local venues including Big League Dreams Sports Park and Hawaiian Falls Water Park will increase demand for hotel space. In FY 2012-2013, the city expanded the tourism program to develop a city wide marketing strategy to attract special events, conferences and sporting events that promote the use of hotels within the City of Mansfield.

### Mansfield Park Facilities Development Corporation

The budgeted revenue for FY 2013-2014 in the Mansfield Park Facilities Development Corporation (MPFDC) budget is \$4,882,905 for operations and an additional \$1,243,573 in sales tax revenue to pay for debt service. In 1992, the citizens voted a ½ cent sales tax to provide parks, cultural facilities and equipment to enhance and expand the City of Mansfield's park system. The primary sources of revenues from this fund are derived from sales tax, grants, and rental fees. Sales Tax accounts for 71.1% of budgeted revenue. The city will also receive an estimated \$100,000 in additional revenue from contract obligations with Hawaiian Falls, Big League Dreams and the Mansfield National Golf Club. The primary revenue source in this activity will continue to increase as new retail and commercial developments continue throughout the city. The Big League Dreams project, Hawaiian Falls Water Park and the Mansfield National Golf Club will generate additional sales tax revenue with no operating impact to this fund.



## **Mansfield Economic Development Corporation**

The budgeted revenue for FY 2013-2014 in the Mansfield Economic Development Corporation (MEDC) budget is \$6,050,312 Included in the Fund is \$3,859,988 in anticipated contractually obligated projects or anticipated projects. In 1992, the citizens voted a ½ cent sales tax to provide economic development funds to provide a funding mechanism to encourage retail, commercial and industrial development within the City of Mansfield to reduce the residential tax burden. The primary source of revenue from this fund is derived from sales tax that makes up 99% of budgeted revenue in this fund.

## **Tree Mitigation Fund**

The budgeted revenue for FY 2013-2014 is \$860,093 from prior year proceeds and estimated revenues. The Tree Mitigation Fund derives revenues from fees charged to developers for tree and irrigation improvements and operating costs to maintain public grounds.

## **CAPITAL PROJECTS FUND REVENUE ASSUMPTIONS**

The Capital Project Funds include the Street Construction Fund, Utility Construction Fund, Building Construction Fund and Equipment Replacement Fund. The revenue sources for these funds include bond proceeds, impact fees, contributions, transfers, interest earnings, grants and other uncategorized revenue. Impact Fees include Roadway Impact Fees and Water & Sewer Impact Fees. Roadway Impact Fees are charged to the builder or developer on a per lot basis for residential homes at a rate of \$1,000 per lot, commercial and special use impact fees are charged on a per square footage basis. Water and Sewer Impact Fees are charged on the size of the water and sewer line connection to the water & sewer system.

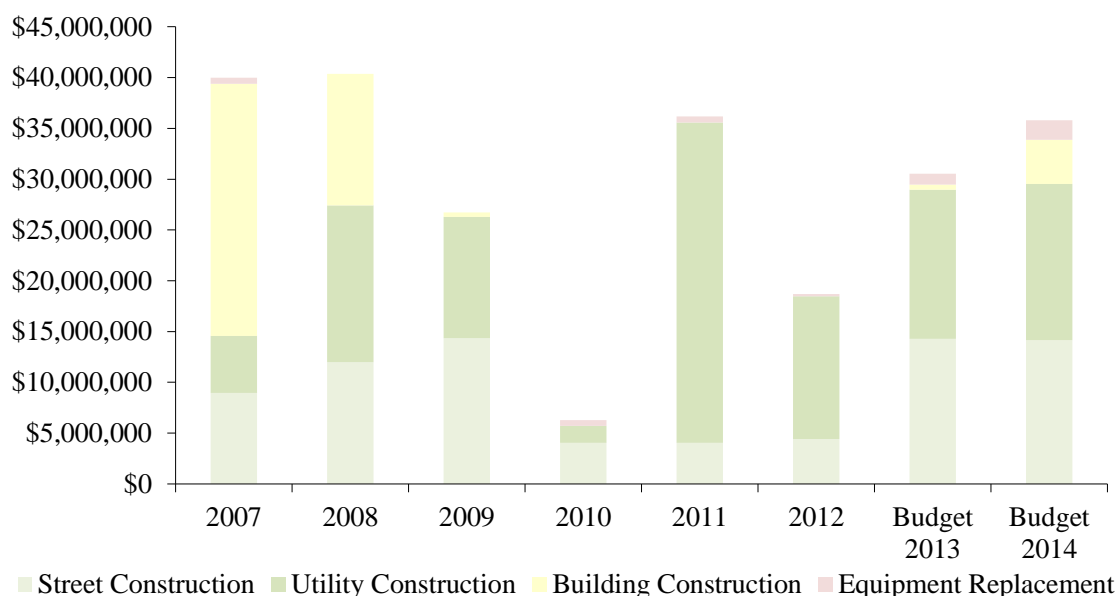
While bond proceeds continue to be the major source of revenue for the capital funds, Impact Fees have become a major revenue source in the revenue structure of the Capital Projects Funds although impact fees have declined due to the economic downturn and lack of significant development projects. Average impact fees per single family unit total \$7,300.

Since 1995, Roadway Impact Fees, Water & Sewer Impact Fees and Park Development Fees have totaled \$76,467,326. The Impact Fee revenue is projected to continue in future years but the city has been conservative in its estimates for impact fee contributions. Impact Fees are utilized to reduce the amount of bond issuance in the Street Construction and Utility Construction funds.

Contributions from developers and the Mansfield Economic Development Fund provide additional revenue in these funds. Contributions are not budgeted on an annual basis in the Capital Projects Fund since these revenues cannot be projected with any degree of certainty.

Transfers, interest and expense recovery revenues make up the remaining revenue source of the Capital Project Funds. Transfers from the General Fund provide the major revenue source for the Equipment Replacement Fund. Transfers are not budgeted in any fund other than the Equipment Replacement Fund since these revenues cannot be projected with any degree of certainty.

The City Council and management team have made a conscious effort to develop alternative revenue sources by the utilization of impact fees and developer contributions.



### Street Construction Fund

The budgeted revenue for FY 2013-2014 in the Street Construction Fund is \$14,145,700 or a decrease of 1% from FY 2012-2013. The prior year projects in progress account for \$7,542,740 of this budgeted amount. Impact Fees are projected to generate an estimated \$500,000 in FY 2013-2014.

### Utility Construction Fund

The budgeted revenue for FY 2013-2014 in the Utility Construction Fund is \$15,387,599 that includes prior year funding for the new service center and utility improvements. Impact Fees are budgeted at \$1,100,000.

### Building Construction Fund

The budgeted revenue in the Building Construction Fund is \$4,351,505. Facility expansions include a tactical training center, animal control expansion and dispatch expansion. Certificates of Obligation will be issued to cover the expenditures in this fund.

### Equipment Replacement Fund

The primary source of revenue will be the issuance of Certificates of Obligation of \$1,915,685 to fund Fire Apparatus, Police Vehicles and Public Works Vehicles and Equipment. The City of Mansfield historically received auction proceeds from the disposal of vehicles and equipment.

### ***GOALS AND OBJECTIVES STATEMENT***

Incorporated in the FY 2013/2014 budget is the continuation of the original program as set forth by the administration and identified in the annual statement of Goals and Objectives. The FY 2013/2014 budget represents a renewed challenge in continuation of these goals through identification of major objectives. These have been restated in understanding of the positive direction and continued improvements accomplished by taking positive and deliberate steps to meet our goals of "A SATISFIED PUBLIC, A SKILLED WORK FORCE, and A COST EFFECTIVE SERVICE DELIVERY."

Although financial goals and objectives are present throughout the budget, critical to all the citizens of Mansfield are non-financial goals and strategies to enhance the quality of life for all citizens.

Further, it is important to understand how short term and long term goals relate to the overall objectives expected by the citizens of Mansfield.

Individual Division/Department Goals & Objectives can be found in each Division/Department section of the budget.

## NON FINANCIAL GOALS & OBJECTIVES

City Council and City staff met to establish priorities and broad based goals for Fiscal year 2013-2014. Incorporated into the overall Strategic Planning Session was “A Collective Vision” or simply put

### **“To provide our citizens the highest quality service at the Best Value”**

In order to accomplish the vision, City Council and City Staff recognize the importance of strategic planning, the development of goals and effective strategies for implementation of established goals and priorities. The following broad based goals were established as follows;

#### **Continue to Develop Infrastructure**

- Relieve Traffic Congestion by improvements to major arteries and intersections.
- Improve street maintenance to ensure that repairs to existing streets are made with as little traffic interruption as possible.

#### **Maintain High Quality Development**

- Maintain a highly competitive program for recruiting economic development projects.
- Enhance Residential Development by possibly offering builder incentives and maintaining building standards.
- Streamline the development process to take advantage of development opportunities.

#### **Living Environment**

- Alleviate congestion at intersections of major highways & roads with consideration of future needs.
- Continue to maintain the “Best Parks System” and “Superior” water & sewer system.
- Develop strategies to maintain a “satisfied public”.

#### **Expand the Use of Technology**

- Utilize technology to enhance the communication with citizens.
- Enhance the city’s web applications to provide all residents and non-residents with easy access to the City of Mansfield’s information and notifications.

#### **Public Safety**

- Add more patrol officers to prevent crime and enhance the patrol function.
- Add five (5) additional communication operators to respond to calls for service quickly.
- Maintain the ISO rating creating savings for current and future residents and commercial entities.

#### **Enhance the Tourism Program**

- Continue to explore partnerships with other entities including the Mansfield Independent School District, hotels, existing public/private partnerships to create a National Corporate Focus.
- Aggressively promote the city by enhancing marketing and tourism.

**SERVICE PROGRAM  
FISCAL YEAR 2013/2014**

<div style="display: flex; justify-content: space-between;"> <span><b>MAJOR GOALS</b></span> <span><b>CONTINUE TO DEVELOPMENT OF INFRASTRUCTURE</b></span> </div>	
<b>Strategies</b>	<b>Department Actions</b>
Provide funding for additional improvements	The Public Works Department will utilize additional funding for projects including design of Debbie Lane, Debbie Lane medians, Debbie Lane @287 Design and various residential streets as identified by staff and council. The Building Services Department will oversee the design and construction of the Animal Control and Communications Center expansion and construction of the new Tactical Training Center.
Relieve Traffic Congestion	The Public Works Department will continue to expand improvements to existing roadways and create improvements to medians and right of ways. One (1) traffic technician has been added to coordinate signalization and maintain existing traffic signals.
Improve Existing Technology Infrastructure	The Business Services Division will continue to expand the technology infrastructure. The Utility Division will continue to replace old water meters with new 3G radio read meters. Field staff in all departments will utilize I-Pad technology to provide real time reporting from the field.
Enhance the use of Technology.	All departments will utilize new technologies wherever possible including I-Pad technology, enhanced video and data sharing, I-Phone application and web applications.
Improve Existing Streets and Right of Ways	The Public Works Division will utilize additional funding including the addition of three (3) street maintenance staff and additional funding for street maintenance to maintain and improve streets and roadways.

**SERVICE PROGRAM  
FISCAL YEAR 2013/2014**

<div style="display: flex; justify-content: space-around;"> <span><b>MAJOR GOALS</b></span> <span><b>MAINTAIN HIGH QUALITY DEVELOPMENT</b></span> </div>	
<b>Goal</b>	<b>Department Actions</b>
Maintain Existing Planning and Zoning Requirements.	The Planning and Building Services Division will ensure all developments comply with existing planning and building standards.
Work with the Development Community to provide responsive consistent zoning.	The Planning and Building Services Division will ensure that each developer understands the planning and zoning requirements and be responsive to any questions relating the city's current standards.
Discuss and Develop incentives to developers for high quality projects.	The Mansfield Economic Development Division will identify projects that may qualify for funding of various high quality projects.
Develop alternative funding sources and developer participation wherever possible.	In 2006-2007, the City Council approved TIF funding areas within the city to create an economic mechanism to fund infrastructure improvements and expand those areas within the city. Continued developer participation will be encouraged wherever possible.
Continue to develop and monitor the cities development guidelines to ensure quality projects and maintain property values.	The Building Services Division, Planning Division and Public Works Division will review all plans submitted and ensure compliance of architectural standards, setback requirements, signage and square footage requirements. The development review committee will review each project to ensure all projects meet established guidelines.

**SERVICE PROGRAM  
FISCAL YEAR 2013/2014**

<b>MAJOR GOALS</b>		<b>ENHANCE TOURISM</b>	
<b>Goal</b>		<b>Department Actions</b>	
Continue to provide funding to the City's Tourism Department.		City Council and Management will continue to provide funding for the city's tourism department.	
Partner with other Governmental Agencies, Hotels and other Local Business Owners to promote Mansfield as prime work, play and stay city.		The Tourism Department will continue to partner with the Mansfield Independent School District, Big League Dreams, Hawaiian Falls, Mansfield National Golf Course, Walnut Creek Country Club and local groups to enhance the total visitor experience and provide additional venues for corporate events.	
Solicit National Companies as a place to stay for local and regional events.		The Tourism Department will continue to highlight the hotels, recreation venues, meeting venues and local retail establishments to solicit national companies.	
Explore the possibility of finding a partner to provide a full amenity hotel and conference center in the entertainment district.		Work with the Mansfield Economic Development Corporation to solicit hotel partners.	
Enhance Mansfield's Image		Continue to develop the "We've Got Game" website and promote Mansfield utilizing and expanding the marketing program.	

**SERVICE PROGRAM  
FISCAL YEAR 2013/2014**

<b>MAJOR GOALS</b>		<b>CREATE A TOTAL LIVING ENVIRONMENT</b>	
<b>Goal</b>		<b>Department Actions</b>	
Open new city parks and continue to make improvements to existing parks including linear trails, athletic fields and study the feasibility of Bike Lanes.		In January 2014, the city will open the nature park on Matlock Road. The Community Services Division has added additional staff and contract services to maintain the new nature park address right of way issues in the city and enhance the overall appearance of public grounds throughout the city.	
Continue to maintain the “Best Parks System.		The Public Grounds Department and the MPFDC will expand maintenance of existing parks and public grounds by expanding irrigated medians, tree planting and improvements to existing parks and athletic fields.	
Continue to maintain a “Superior” Water and Sewer System.		The Utility Division will continue to expand the use of the latest technology to provide service delivery to all areas of the city. The Utilities Division will continue to expand the conservation programs, reduce costs utilizing the latest technology and monitor flow patterns throughout the city.	
Review future traffic patterns and issues related to growth and development throughout the city.		The Public Works Division, Planning Division and city staff will communicate with developer’s to develop alternative right of way areas. City staff will meet with developers and land owners to identify development plans and future traffic needs.	
Develop strategies to provide a “Satisfied Public”		All divisions and departments will expand the use of technology to better serve the citizens through the City’s enhancements to the website and regular communications through the citizens newsletter, Facebook and Twitter.	



**SERVICE PROGRAM  
FISCAL YEAR 2013/2014**

<b>MAJOR GOALS</b>		<b>PUBLIC SAFETY</b>	
<b>Goal</b>		<b>Department Actions</b>	
Build and maintain a safe community.		The Public Safety Division has added five (5) new dispatch positions, enhanced the existing radio system and provided enhanced technology improvements including License Plate Readers, Body Camera's and digital technology department wide.	
Continue to replace vehicles and equipment.		Approximately \$1,915,685 in new and replacement equipment will be purchased to replace and add new vehicles and equipment.	
Maintain service levels by maintaining the existing workforce.		The Public Safety Division will fully staff the entire division including police, fire and law enforcement center to ensure staffing levels meet the current service demands.	
Improve Existing Facilities.		City Council has approved the construction of the Tactical Training Center, Animal Control Expansion and Communication Center Expansion	
Maintain or improve the City's ISO rating.		The City Council has approved the purchase of one (1) new Quint and one (1) new ambulance in FY 2013-2014.	
Develop new customers for the Law Enforcement Center.		The Public Safety Division will contact other local law enforcement agencies to lease jail space from the City of Mansfield	

**SERVICE PROGRAM  
FISCAL YEAR 2013/2014**

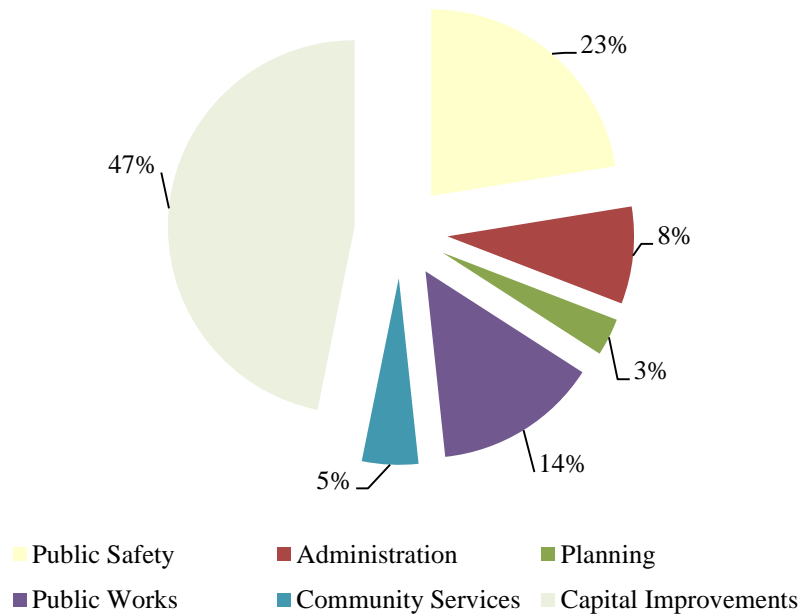
<b>MAJOR GOALS</b>		<b>MAINTAIN THE AA BOND RATING</b>	
<b>Goal</b>		<b>Department Actions</b>	
Issue debt only in amounts approximate to debt being paid off.		The City Administration and Business Services Division will maintain current debt ratios while continue to maintain the current fund balance policy of 25% of operating expenditures.	
Ensure expenditures are in line with revenues.		Maintain a balanced budget in all funds.	
Fund capital replacement from excess revenues or expenditure savings.		Utilize one time expenditure savings and excess revenues to fund equipment and vehicle replacements.	
Create opportunity for expanded revenues.		Review the current fee structure including ambulance fees, developer fees and other fees to generate additional revenue.	
Limit the tax burden on taxpayers.		Continue to retain existing commercial business and create opportunity/incentives for new retail and residential developments. Increase quality projects.	
Continue to participate and encourage the development of Highway 360		Work with other municipalities and counties to encourage the continued development of Highway 360 as a major north/south corridor.	

## BUDGET SUMMARY

### Business Matrix 2013-2014

By Fund	Public Safety	Business & Administration	Planning & Development	Public Works	Community Services	Capital Improvements	Total
General	\$ 24,184,140	\$ 7,109,198	\$ 3,288,967	\$ 3,729,600	\$ 3,616,701		\$ 41,928,606
Debt Service						21,340,880	21,340,880
Utility				18,786,195			18,786,195
Law Enforcement Center	9,506,948						9,506,948
Drainage				602,034		817,514	1,419,548
Hotel/Motel		509,020					509,020
MPFDC					4,882,905	5,963,057	10,845,962
MEDC		4,734,791				2,701,995	7,436,786
Tree Mitigation					860,093		860,093
Capital Projects						40,817,041	40,817,041
<b>BUDGET ALLOCATION</b>	<b>\$ 33,691,088</b>	<b>\$ 12,353,009</b>	<b>\$ 3,288,967</b>	<b>\$ 23,117,829</b>	<b>\$ 9,359,699</b>	<b>\$ 71,640,487</b>	<b>\$ 153,451,079</b>
<b>PERCENT</b>	<b>21.96%</b>	<b>8.05%</b>	<b>2%</b>	<b>15%</b>	<b>6%</b>	<b>47%</b>	<b>100%</b>

### Budget Summary



**BUDGET SUMMARY-ALL FUNDS COMBINED  
FISCAL YEAR 2013-2014**

		BUDGET SUMMARY-ALL FUNDS COMBINED FISCAL YEAR 2013-2014					BUDGET SUMMARY-ALL FUNDS COMBINED FISCAL YEAR 2013-2014				
		General Fund	Special Revenue Funds	Debt Service Funds	Capital Projects Funds*	Enterprise Funds	2013-2014 Budget All Fund Types	2012-2013 Budget All Fund Types	2011-2012 Actual All Fund Types		
<b>SOURCES</b>											
Property Taxes	\$	21,720,455		\$ 11,941,800			\$ 33,662,255	\$ 32,062,362	\$	31,442,596	
General Sales & Use Tax		8,855,960	9,931,608	1,315,521			20,103,090	16,226,023		16,208,904	
Franchise Taxes		5,951,621					5,951,621	5,601,283		6,366,594	
Fines & Fees		2,299,700	1,692,915				3,992,615	2,282,857		2,681,923	
Charges for Services						35,729,810	35,729,810	39,176,597		35,630,219	
Licenses & Permits		1,263,599					1,263,599	950,000		1,115,936	
Interest		5,000	2,500			6,021	13,521	12,021		43,090	
Intergovernmental Revenues						718,461	718,461	2,478,909		1,429,698.25	
Miscellaneous Revenue		1,021,739				680,773	1,702,512	2,688,693		440,239.28	
Bond Proceeds & Prior Year Projects*			2,620,008		45,283,055		47,903,063	39,666,293		27,594,636	
Grant Proceeds & Contributions					1,600,000		-	30,893		1,266,760	
Impact Fees							1,600,000	1,600,000		4,891,577	
Operating Transfers In		810,532					810,532	1,368,261		2,106,890	
<b>TOTAL SOURCES</b>		41,928,606	14,247,031	13,257,321	46,883,055	37,135,066	153,451,079	144,144,192		131,219,061	
<b>USES</b>											
Salary & Benefits		29,651,265	2,668,895			13,145,490	45,465,650	42,405,665		39,512,960	
Supplies		7,035,700	1,870,893			14,033,043	24,544,088	29,864,342		29,125,797	
Contractual Services		4,688,153	1,436,307			600,905	6,725,365	7,733,096		11,073,483	
Capital Outlay & Prior Year Projects			5,711,842		46,883,055	100,658	52,695,555	42,261,093		11,655,021	
Debt Service		133,330	2,559,094	13,257,321		6,839,986	22,789,730	21,069,464		27,764,380	
Operating Transfers Out		420,158				810,532	1,230,690	810,532		1,936,026	
<b>TOTAL USES</b>		41,928,606	14,247,031	13,257,321	46,883,055	35,530,614	153,451,078	144,144,192		121,067,666	
<b>TOTAL SOURCES/(USES)</b>		(0)	0	0	0	0	0	0		10,151,395	
<b>BEGINNING NET ASSETS</b>		10,571,459	668,959		7,771,535	20,682,661	39,694,614	28,793,954		30,786,393	
Adjustments		(0)	0	0	0	0	0	0		0	
<b>ENDING NET ASSETS</b>		<u>\$ 10,571,459</u>	<u>\$ 668,959</u>	<u>\$ 1,454,817</u>	<u>\$ 7,771,535</u>	<u>\$ 20,682,661</u>	<u>\$ 153,451,078</u>	<u>\$ 144,144,192</u>		<u>\$ 131,219,061</u>	

\*Includes proceeds from previous bond issues and remaining funding for on-going projects.

CITY OF MANSFIELD, TEXAS  
GENERAL FUND  
BUDGET SUMMARY  
2013/2014

	ACTUAL 2011/2012	BUDGET 2012/2013	BUDGET 2013/2014
Beginning Fund Balance	\$9,032,717	\$10,571,460	\$10,571,460
Less Reserves	-	-	-
Beginning Unreserved Balance	9,032,717	10,571,460	10,571,460
Receipts:			
Revenues	38,034,288	37,626,714	41,118,074
Sale of City Property			
Interfund Transfers	662,552	810,532	810,532
Total	38,696,840	38,437,246	41,928,606
Funds Available	47,729,557	49,008,706	52,500,066
Deductions:			
Expenditures	36,457,796	36,922,979	41,926,486
Interfund Transfers Out	700,301	1,514,267	-
Purchase of Land	-	-	-
Other Operating Expenses	-	-	2,120
Reserve for Contingencies	-	-	-
Total	37,158,097	38,437,246	41,928,606
FUND BALANCE			
Unreserved	10,571,460	10,571,460	10,571,460
Reserved	-	-	-
Ending Fund Balance	\$10,571,460	\$10,571,460	\$10,571,460

\*Budget is Adopted Budget and Final Budget.

CITY OF MANSFIELD, TEXAS  
GENERAL FUND  
SCHEDULE OF REVENUES  
2013/2014

	ACTUAL 2011/2012	BUDGET 2012/2013	BUDGET 2013/2014
TAXES:			
Ad Valorem Taxes			
Current Year	\$ 19,331,594	\$ 19,657,541	\$ 21,353,504
Delinquent	293,864	493,148	150,000
Penalty & Interest	25,344	22,000	167,751
TOTAL	19,650,801	20,172,689	21,671,255
Sales & Use Taxes			
General Sales Tax	7,799,735	7,856,254	8,737,960
Mix Drinks Tax	101,389	118,000	118,000
TOTAL	7,901,124	7,974,254	8,855,960
Franchise Taxes			
Gas	199,070	237,513	237,513
Telephone	215,845	221,035	221,035
TXU Electric	2,185,797	2,149,000	2,149,000
Cable Television	723,412	694,304	722,663
Sanitation	2,250,962	2,124,431	2,450,410
Telephone Lines	88,627	63,000	66,000
Gas Royalty Income	22,830		
Johnson Co. Electric	101,257	112,000	105,000
TOTAL	5,787,799	5,601,283	5,951,621
TOTAL TAXES	33,339,724	33,748,226	36,478,836
LICENSES & PERMITS:			
Electrical Licenses	48,400	40,000	40,000
Building Permits	748,226	736,964	1,050,563
Plumbing Permits	82,523	40,072	40,072
Electrical Permits	79,739	40,448	40,448
Miscellaneous Permits	157,048	92,516	92,516
TOTAL LICENSES & PERMITS	1,115,936	950,000	1,263,599

GENERAL FUND  
SCHEDULE OF REVENUES  
2013/2014

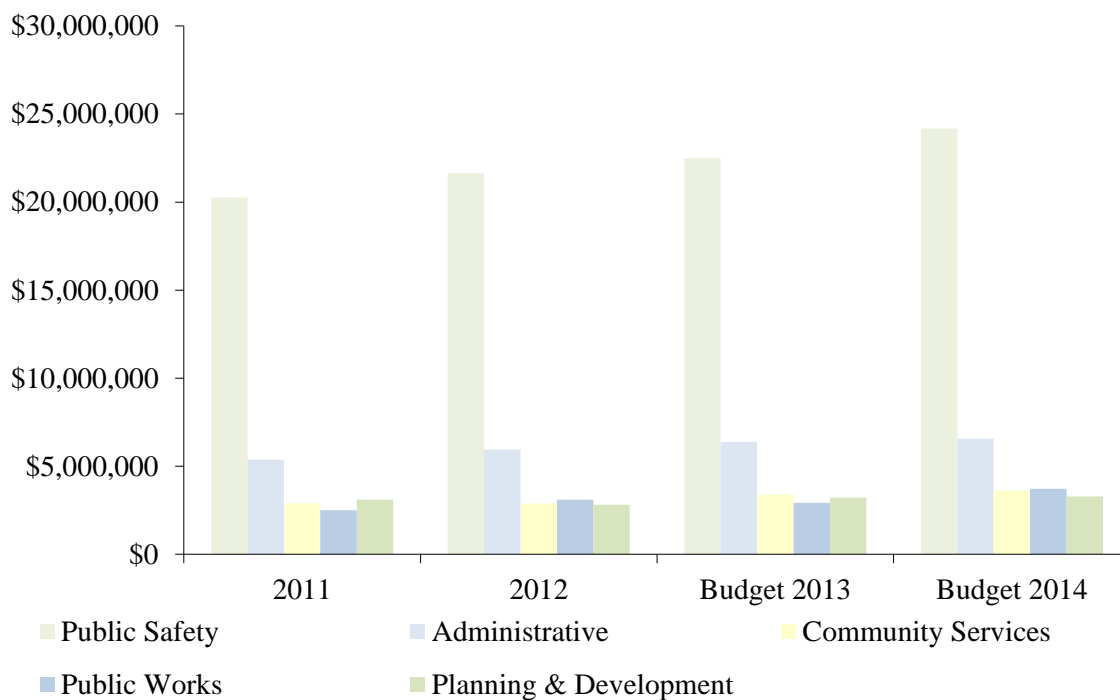
	ACTUAL 2011/2012	BUDGET 2012/2013	BUDGET 2013/2014
FINES & FORFEITURES:			
Municipal Court	\$ 1,245,120	\$1,058,111	\$1,385,000
Library Fines	19,070	23,500	21,500
Gas Well Fees	607,000	595,000	575,000
Alarm Fines	236,110	215,796	210,000
Other Fines & Fees	10,752	44,000	
Animal Shelter Fees	51,477	51,000	51,000
TOTAL FINES AND FORFEITURES	2,169,529	\$1,987,407	\$2,242,500
INTERFUND TRANSFERS:			
Other			
Utility Fund	662,552	810,532	810,532
TOTAL INTERFUND TRANSFERS	662,552	810,532	810,532
OTHER REVENUES:			
Interest Income	6,976	5,000	5,000
Sale of City Property	22,317	2,120	2,120
Collection Costs-Taxes	25,109	102,001	49,200
Other	370,598	203,459	148,319
Grant Proceeds	307,549		
Contributions			
Ambulance Service	645,339	600,000	900,000
Engineering Fees	31,210	28,501	28,500
TOTAL OTHER REVENUE	1,409,098	941,081	1,133,139
TOTAL GENERAL FUND REVENUES	\$ 38,696,840	\$ 38,437,246	\$ 41,928,606

\*Budget is Adopted Budget and Final Budget.

### REVENUE BY MAJOR SOURCE



### EXPENDITURE BY MAJOR FUNCTION





CITY OF MANSFIELD, TEXAS  
GENERAL FUND  
EXPENDITURES BY ACTIVITY  
2013/2014

	ACTUAL 2011/2012	BUDGET 2012/2013	BUDGET 2013/2014
GENERAL GOVERNMENT DIVISION			
City Council	\$ 136,817	\$ 94,863	\$ 108,029
Administration	605,835	902,530	661,336
Legal	574,324	568,105	588,941
Human Resources	641,581	709,735	757,190
Total General Government Division	<u>1,958,557</u>	<u>2,275,233</u>	<u>2,115,496</u>
BUSINESS SERVICES DIVISION			
Finance	362,643	453,742	471,640
Accounting	297,351	404,321	435,361
Purchasing	80,103	77,172	78,379
Tax Assessing & Collection	247,365	333,234	308,800
Information Technology	656,415	696,254	705,463
Sanitation	1,908,439	1,763,460	2,054,203
Budget	74,136	81,316	83,733
City Secretary	285,893	285,804	302,634
Total Business Services Division	<u>3,912,344</u>	<u>4,095,303</u>	<u>4,440,214</u>
POLICE			
Administration	1,760,283	1,867,821	2,002,829
Communications	1,410,730	1,486,102	1,939,426
Patrol	5,689,349	5,364,953	5,534,355
CID/Narcotics Investigation	1,903,784	1,931,552	2,232,428
Animal Control	448,839	452,202	493,819
Commercial Vehicle	240,648	242,290	254,648
Traffic	41,376	391,655	392,493
K-9	23,318	211,206	225,993
Community Resource	225,138	233,975	250,965
Training			87,666
Grants	200,460		
Municipal Court	559,150	561,728	596,688
Total Police	<u>12,503,075</u>	<u>12,743,484</u>	<u>14,011,310</u>
FIRE			
Administration	743,084	751,298	957,636
Fire Prevention	607,055	626,018	649,664
Emergency Management	30,090	31,599	33,946
Operations	7,751,121	8,332,938	8,531,583
Total Fire	<u>9,131,350</u>	<u>9,741,853</u>	<u>10,172,830</u>
TOTAL PUBLIC SAFETY DIVISION	<u>\$ 21,634,424</u>	<u>\$ 22,485,337</u>	<u>\$ 24,184,140</u>

CITY OF MANSFIELD, TEXAS  
GENERAL FUND  
EXPENDITURES BY ACTIVITY  
2013/2014

	ACTUAL 2011/2012	BUDGET 2012/2013	BUDGET 2013/2014
PLANNING & DEVELOPMENT DIV.			
Administration	\$ 732,981	\$ 758,439	\$ 803,838
Planning & Zoning Commission	5,868	6,842	9,519
Historic Landmark Commission	765	4,261	4,322
Board of Adjustments	1,375	3,089	3,135
Total Planning & Development Div.	<u>740,989</u>	<u>772,632</u>	<u>820,814</u>
BUILDING SERVICES			
Code Enforcement & Inspections	1,166,610	1,362,522	1,465,426
Building Maintenance	897,822	1,079,338	1,002,728
Total Planning & Development Div.	<u>2,064,433</u>	<u>2,441,860</u>	<u>2,468,154</u>
PUBLIC WORKS DIVISION			
Engineering	481,483	341,667	354,875
Street Maintenance	1,665,038	1,700,479	2,343,960
Traffic Control	966,436	881,117	1,030,766
Total Public Works Division	<u>3,112,957</u>	<u>2,923,263</u>	<u>3,729,600</u>
COMMUNITY SERVICES DIV.			
Senior Citizens	207,216	222,659	229,539
Communications & Marketing	246,276	284,284	292,546
Park Operations	1,626,934	1,792,616	1,951,689
Library	707,038	912,392	955,880
Cultural Services	81,077	180,970	187,048
Total Community Development Div.	<u>2,868,541</u>	<u>3,392,921</u>	<u>3,616,701</u>
NON-DEPARTMENTAL			
Other Operating Expenses	165,552		133,330
Reserve for Contingencies		(1,463,568)	
Transfer to Other Funds	700,301	1,514,265	420,158
Total Non-Departmental	<u>865,853</u>	<u>50,697</u>	<u>553,488</u>
<b>TOTAL EXPENDITURES</b>	<u><b>\$ 37,158,098</b></u>	<u><b>\$ 38,437,246</b></u>	<u><b>\$ 41,928,606</b></u>

CITY OF MANSFIELD, TEXAS  
GENERAL DEBT SERVICE FUND  
BUDGET SUMMARY  
2013/2014

	ACTUAL 2011/2012	BUDGET 2012/2013	BUDGET 2013/2014
Beginning Fund Balance	\$ 902,381	\$ 668,959	\$ 668,959
Additions:			
Property Taxes, Current	10,644,739	11,680,422	11,941,800
Prior Year Delinquent Taxes	-	-	-
Miscellaneous	23,217	-	-
Bond Proceeds	-	-	-
Interest Earnings	144	-	-
Total	10,668,100	11,680,422	11,941,800
Funds Available	11,570,481	12,349,381	12,610,759
Deductions:			
Bond Principal	6,860,000	7,590,000	8,160,000
Bond Interest	4,104,131	4,090,422	3,781,800
Capital Lease Payments	-	-	-
Bond Issuance Costs	130,761	-	-
Refunding Bonds issued	(5,855,000)	-	-
Payment to refund bond agent	5,495,000	-	-
Premium on bonds issued	(224,478)	-	-
Discount on bonds issued	49,903	-	-
Fiscal charges	341,205	-	-
Total	10,901,522	11,680,422	11,941,800
Ending Fund Balance	\$ 668,959	\$ 668,959	\$ 668,959

\*Budget is Adopted Budget and Final Budget.

UTILITY FUND  
WORKING CAPITAL  
2013/2014

	ACTUAL 2011/2012	BUDGET 2012/2013	BUDGET 2013/2014
Working Capital, beginning	\$ 32,965,384	\$ 22,319,475	24,218,709
Additions:			
Water Sales	14,966,864	13,382,820	14,785,256
Sewer Service	8,220,411	8,225,032	9,246,482
Charges for Services	886,077	849,759	882,323
Impact Fees	1,297,649	1,100,000	1,100,000
Contributions	239,100		
Other Income	229,798	143,761	184,479
Total	25,839,899	23,701,372	26,198,540
Funds Available	58,805,283	46,020,847	50,417,249
Deductions:			
Operating Expenses	13,840,319	14,861,138	16,327,496
Capital Outlay		171,756	
Total	13,840,319	15,032,894	16,327,496
Debt Requirements:			
Current Maturities	3,600,000	3,700,000	3,820,000
Interest & Fiscal Charges	2,705,582	2,611,729	2,493,316
Total	6,305,582	6,311,729	6,313,316
Other Changes Net Increase(Decrease)			
Restricted Assets	(16,957,488)	(1,106,022)	(1,105,675)
Interest Earnings on Restricted Assets	23,872	6,022	5,675
Transfers/Reserves	856,681	(642,485)	1,008,532
	880,553	(636,463)	1,014,207
Working Capital, Ending	22,319,475	23,697,692	25,667,905
Debt Service Coverage:			
Operating Revenues	25,839,899	23,701,372	26,198,540
Interest Earnings on Restricted Assets	12,593	67,000	5,675
Less: Operating Expenses	(13,840,319)	(15,503,623)	(16,327,496)
Net Income Available	12,012,173	8,203,771	9,876,719
Annual Debt Service Requirement	\$ 6,305,582	\$ 6,311,729	\$ 6,313,316
Coverage Factor	1.85	1.30	1.56
Maximum Annual Requirement	\$ 6,343,515	\$ 6,324,721	\$ 6,324,721
Coverage Factor	1.90	1.30	1.56
Annual Coverage Requirements	\$ 4,880,635	\$ 4,519,618	\$ 4,414,200
Coverage Factor	2.46	1.82	2.24

CITY OF MANSFIELD, TEXAS  
UTILITY FUND REVENUES  
BUDGET SUMMARY  
2013/2014

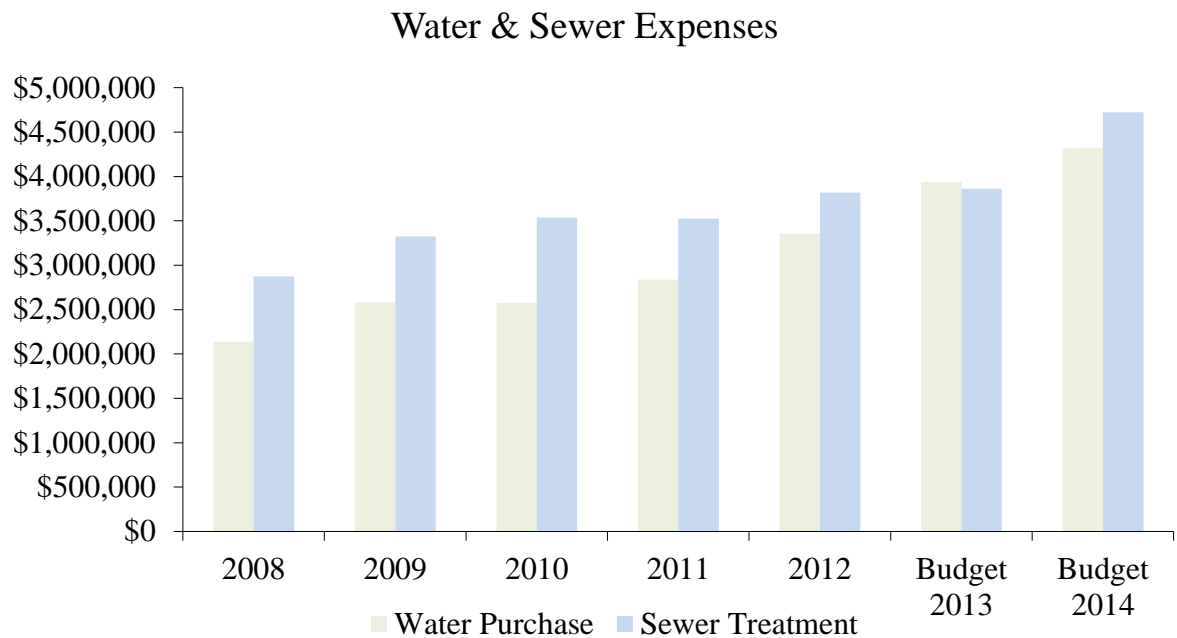
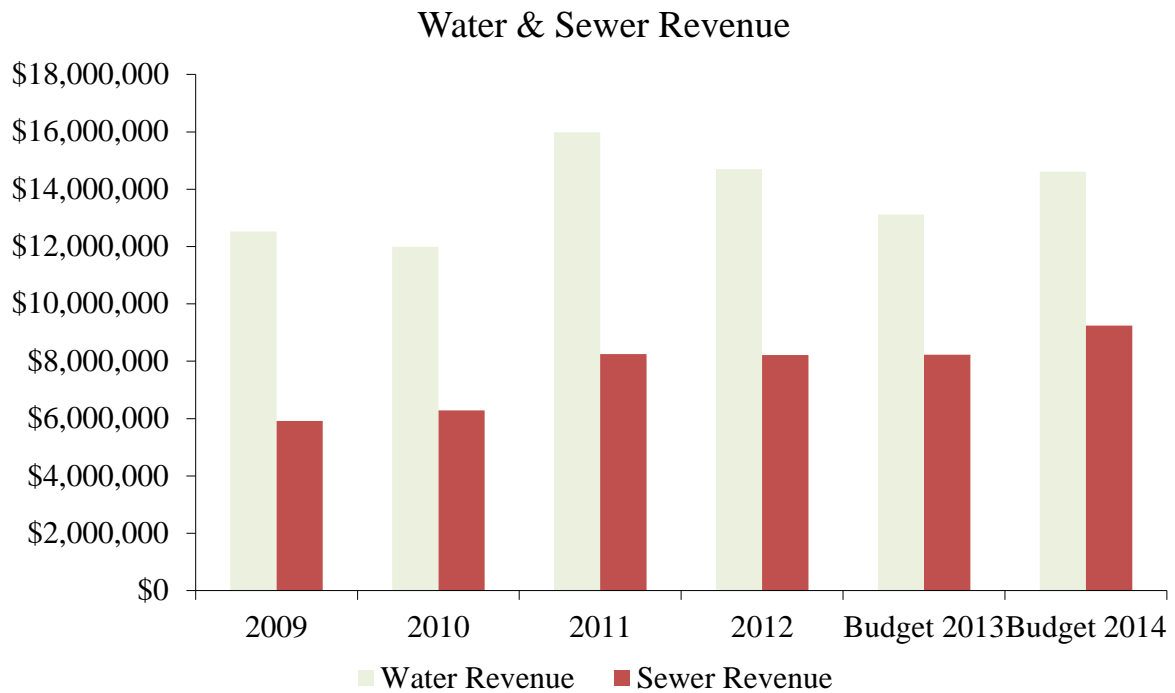
	ACTUAL 2011/2012	BUDGET 2012/2013	BUDGET 2013/2014
Water Sales	\$ 14,966,864	\$ 13,382,820	\$ 14,785,256
Sewer Service	8,220,411	8,225,032	9,246,482
Water Penalties	549,608	556,502	556,502
Water Taps	10,163	18,000	12,058
Meter Set Fee	81,910	57,735	90,810
Restore Service Fee	110,788	93,953	93,953
Sewer Taps	-	11,363	4,000
Impact Fees	1,297,649	1,100,000	1,100,000
Utility/Inspect/Pretreatment	105,233	84,972	100,000
Contributions	239,100	-	-
Miscellaneous/Transfers	<u>258,174</u>	<u>170,995</u>	<u>209,479</u>
Total	<u>\$ 25,839,899</u>	<u>\$ 23,701,372</u>	<u>\$ 26,198,540</u>
Interest Income	<u>12,593</u>	<u>6,022</u>	<u>5,675</u>
<b>TOTAL</b>	<u>25,852,492</u>	<u>23,707,394</u>	<u>26,204,215</u>

\*Budget is Adopted Budget and Final Budget.

CITY OF MANSFIELD, TEXAS  
UTILITY FUND EXPENSES  
BUDGET SUMMARY  
2013/2014

	ACTUAL 2011/2012	BUDGET 2012/2013	BUDGET 2013/2014
Administration	\$ 366,359	\$ 530,514	\$ 559,207
Billing and Collections	766,881	805,097	845,998
Meter Reading and Repairs	715,725	714,136	883,974
Water Distribution	841,334	835,726	855,113
Wastewater Collection	4,528,682	4,781,783	5,550,447
Water Quality Control	6,111,884	6,960,336	7,126,356
Other Operating Expenses	<u>509,454</u>	<u>405,302</u>	<u>506,401</u>
Total Operating Expenses	<u>13,840,319</u>	<u>15,032,894</u>	<u>16,327,496</u>
Depreciation	3,657,039	-	-
Operating Transfers Out	856,681	978,579	1,008,532
Debt Service	2,854,221	6,311,729	6,313,316
Reserve	<u>(374,962)</u>		<u>1,450,167</u>
	<u>6,992,979</u>	<u>7,290,308</u>	<u>8,772,015</u>
<b>TOTAL EXPENSES</b>	<u>\$ 20,833,298</u>	<u>\$ 22,323,202</u>	<u>\$ 25,099,511</u>

\*Budget is Adopted Budget and Final Budget.



CITY OF MANSFIELD, TEXAS  
UTILITY REVENUE DEBT SERVICE FUND  
BUDGET SUMMARY  
2013/2014

	ACTUAL 2011/2012	BUDGET 2012/2013	BUDGET 2013/2014
Beginning Net Assets	\$ 4,127,566	\$ 4,127,566	\$4,232,566
Additions:			
Utility Operating	11,078,056	6,416,729	6,313,318
Interest Income	23,832		
Total	11,101,888	6,416,729	6,313,318
Assets Available	15,229,454	10,544,295	10,545,884
Deductions:			
Transfer to Operating Fund			
Bond Principal	5,755,000	3,700,000	3,820,000
Bond Interest	2,705,582	2,611,729	2,493,316
Proceeds from Capital Debt	2,344,243		
Paying Agents Fees	297,063		
Total	11,101,888	6,311,729	6,313,316
Ending Net Assets	\$ 4,127,566	\$ 4,232,566	\$4,232,568

\*Budget is Adopted Budget and Final Budget.



CITY OF MANSFIELD, TEXAS  
LAW ENFORCEMENT CENTER  
SCHEDULE OF REVENUES  
2013/2014

	ACTUAL 2011/2012	BUDGET 2012/2013	BUDGET 2013/2014
Other Sources	\$570,438		
Charges for Service	\$7,533,889	\$7,033,826	\$ 9,213,861
Miscellaneous	172,241	50,240	123,087
Transportation	21,166	16,548	10,000
Telephone Commission	135,871	102,268	160,000
Interest Income	-	-	-
Transfers	<u>308,969</u>	<u>1,094,108</u>	<u></u>
Total Revenues	<u>\$8,742,574</u>	<u>\$8,296,990</u>	<u>\$ 9,506,948</u>

\*Budget is Adopted Budget and Final Budget.

CITY OF MANSFIELD, TEXAS  
LAW ENFORCEMENT CENTER  
SCHEDULE OF EXPENSES  
2013/2014

	ACTUAL 2011/2012	BUDGET 2012/2013	BUDGET 2013/2014
Administration	\$ 248,920	\$ 233,659	\$ 260,907
Operations	5,130,945	5,220,045	5,596,394
City Marshal	1,026,557	1,183,434	1,489,892
Support Services	521,407	532,378	721,134
Food Services	740,078	648,159	883,482
Medical Services	474,008	479,316	549,704
Other Operating Expenses	<u>1,553</u>	<u>-</u>	<u>5,435</u>
Total Operating Expenses	<u>8,143,468</u>	<u>8,296,991</u>	<u>9,506,948</u>
Depreciation	271,306	-	-
Debt Service	<u>305,636</u>	<u>-</u>	<u>-</u>
Sub-Total	<u>576,942</u>	<u>-</u>	<u>-</u>
Total Expenses	<u>\$ 8,720,410</u>	<u>\$ 8,296,991</u>	<u>\$ 9,506,948</u>

\*Budget is Adopted Budget and Final Budget.

CITY OF MANSFIELD, TEXAS  
DRAINAGE FUND  
BUDGET SUMMARY  
2013/2014

	ACTUAL 2011/2012	BUDGET 2012/2013	BUDGET 2013/2014
Beginning Net Assets	\$ 3,266,049	\$ 4,592,850	\$ 4,592,850
Additions:			
Other Income	156	-	-
Grant Revenue	818,272		
Interest Income		-	-
Drainage Fee	1,260,371	1,233,830	1,260,371
Total	2,078,799	1,233,830	1,260,371
Assets Available	5,344,848	5,826,680	5,853,221
Deductions:			
Administrative	502,338	485,727	602,034
Transferred to Debt Service	141,925	525,670	526,670
Depreciation Expense	106,967	-	-
Bond Coverage	-	142,189	131,667
Project Appropriations	768	80,244	
Total	751,998	1,233,830	1,260,371
Ending Net Assets	\$ 4,592,850	\$ 4,592,850	\$ 4,592,850

\*Budget is Adopted Budget and Final Budget.

CITY OF MANSFIELD, TEXAS  
DRAINAGE DEBT SERVICE FUND  
BUDGET SUMMARY  
2013/2014

	ACTUAL 2011/2012	BUDGET 2012/2013	BUDGET 2013/2014
Beginning Net Assets	\$ 96,085	\$ 92,260	\$ 92,260
Additions:			
Bond Proceeds	3,809,509		
Drainage Fee	247,318	525,670	531,670
Total	4,056,827	525,670	531,670
Assets Available	4,152,912	617,930	623,930
Deductions:			
Bond Principal	3,890,000	360,000	370,000
Bond Interest	141,924	165,670	156,670
Paying Agent Fees	28,728		
Total	4,060,652	525,670	526,670
Ending Net Assets	\$ 92,260	\$ 92,260	\$ 97,260

\*Budget is Adopted Budget and Final Budget.

CITY OF MANSFIELD, TEXAS  
DRAINAGE UTILITY CONSTRUCTION FUND  
BUDGET SUMMARY  
2013/2014

	ACTUAL 2011/2012	BUDGET 2012/2013	BUDGET 2013/2014
Beginning Net Assets	\$ 966,454	\$ 624,991	\$ -
Additions:			
Bond Proceeds	-	-	817,514
Other		192,523	
Interest Income		-	-
Total	-	192,523	-
Assets Available	966,454	817,514	817,514
Deductions:			
Project Appropriations	341,463	817,514	817,514
Total	341,463	817,514	817,514
Ending Net Assets	\$ 624,991	\$ -	\$ -

\*Budget is Adopted Budget and Final Budget.

CITY OF MANSFIELD, TEXAS  
SPECIAL REVENUE HOTEL/MOTEL FUND  
BUDGET SUMMARY  
2013/2014

	ACTUAL 2011/2012	BUDGET 2012/2013	BUDGET 2013/2014
Beginning Fund Balance	\$ 338,956	\$ 502,345	\$ 607,907
Additions:			
Other Revenue	894		
Taxes	<u>508,045</u>	<u>571,769</u>	<u>509,020</u>
Total	<u>508,939</u>	<u>571,769</u>	<u>509,020</u>
Funds Available	<u>847,895</u>	<u>1,074,114</u>	<u>1,116,927</u>
Deductions:			
Other	5,374	96,025	10,500
Historical Preservation	49,251	62,000	50,900
Tourism	<u>290,925</u>	<u>308,182</u>	<u>368,323</u>
Total	<u>345,550</u>	<u>466,207</u>	<u>429,723</u>
Ending Fund Balance	<u>\$ 502,345</u>	<u>\$ 607,907</u>	<u>\$ 687,204</u>

\*Budget is Adopted Budget and Final Budget.

CITY OF MANSFIELD, TEXAS  
SPECIAL REVENUE TREE MITIGATION FUND  
BUDGET SUMMARY  
2013/2014

	ACTUAL 2011/2012	BUDGET 2012/2013	BUDGET 2013/2014
Beginning Fund Balance	\$ 2,021,101	\$ 1,771,375	\$ 1,771,375
Additions:			
Fees	165,852	195,250	46,971
Other	150	1,046,015	813,122
Interest Earnings	753	-	-
Total	166,755	1,241,265	860,093
Funds Available	2,187,856	3,012,640	2,631,468
Deductions:			
Operating Costs	416,481	1,241,265	860,093
Equipment	-	-	-
Other	-	-	-
Total	416,481	1,241,265	860,093
Ending Fund Balance	\$ 1,771,375	\$ 1,771,375	\$ 1,771,375

\*Budget is Adopted Budget and Final Budget.

CITY OF MANSFIELD, TEXAS  
MANSFIELD PARK FACILITIES DEVELOPMENT CORPORATION  
BUDGET SUMMARY  
2013/2014

	ACTUAL 2011/2012	BUDGET 2012/2013	BUDGET 2013/2014
Beginning Fund Balance	\$ 4,956,755	\$ 6,207,899	\$ 6,207,899
Additions:			
Sales Tax Revenue	2,363,627	2,607,332	3,117,157
Interest	4,732	500	500
Contributions	37,562	-	-
Other	377,237	-	932,426
Gas Royalty Income	541,230	-	-
Rental	826,182	687,825	832,822
Total	4,150,570	3,295,657	4,882,905
Funds Available	9,107,325	9,503,556	11,090,804
Deductions:			
Administration	593,341	1,354,179	883,821
Operating Costs	1,473,651	865,589	2,194,546
Project Appropriation	832,434	1,075,889	1,804,538
Total	2,899,426	3,295,657	4,882,905
Ending Fund Balance	\$ 6,207,899	\$ 6,207,899	\$ 6,207,899

\*Budget is Adopted Budget and Final Budget.



CITY OF MANSFIELD, TEXAS  
MANSFIELD PARK FACILITIES DEVELOPMENT CORPORATION  
REVENUE DEBT SERVICE FUND  
BUDGET SUMMARY  
2013/2014

	ACTUAL 2011/2012	BUDGET 2012/2013	BUDGET 2013/2014
Beginning Fund Balance	\$ 422,157	\$ 386,826	\$ 391,826
Additions:			
Sales Tax Revenue	1,536,241	1,237,668	1,243,573
Interest Income		-	-
Total	1,536,241	1,237,668	1,243,573
Funds Available	1,958,398	1,624,494	1,635,399
Deductions:			
Bond Principal	1,090,000	750,000	785,000
Interest	476,576	482,668	458,573
Refunding Bond Issue	(4,995,000)		
Payment to Refunding Escrow	4,690,000		
Discount/Premium, net	(15,182)		
Paying Agent Fees	325,178	-	-
Total	1,571,572	1,232,668	1,243,573
Ending Fund Balance	\$ 386,826	\$ 391,826	\$ 391,826

\*Budget is Adopted Budget and Final Budget.

CITY OF MANSFIELD, TEXAS  
MANSFIELD ECONOMIC DEVELOPMENT CORPORATION  
BUDGET SUMMARY  
2013/2014

	ACTUAL 2011/2012	BUDGET 2012/2013	BUDGET 2013/2014
Beginning Net Assets	\$ 8,588,247	\$ 9,678,504	\$ 3,234,094
Additions:			
Sales Tax Revenue	3,899,868	3,840,000	4,360,730
Prior year Funding		2,041,403	1,687,582
Gas Royalty Income	37,566	-	-
Interest	3,255	-	2,000
Total	3,940,689	5,881,403	6,050,312
Assets Available	12,528,936	15,559,907	9,284,406
Deductions:			
Administration	830,051	873,222	874,803
Debt Payment	1,102,169	1,317,975	1,315,521
Transfer to other Funds	163,036		
Project Appropriation	755,176	10,134,616	3,859,988
Total	2,850,432	12,325,813	6,050,312
Ending Net Assets	\$ 9,678,504	\$ 3,234,094	\$ 3,234,094

\*Budget is Adopted Budget and Final Budget.

CITY OF MANSFIELD, TEXAS  
MANSFIELD ECONOMIC DEVELOPMENT CORPORATION  
REVENUE DEBT SERVICE FUND  
BUDGET SUMMARY  
2013/2014

	ACTUAL 2011/2012	BUDGET 2012/2013	BUDGET 2013/2014
Beginning Net Assets	\$ -	\$ -	\$ -
Additions:			
Sales Tax Revenue	1,100,169	1,317,975	1,315,521
Interest	-	-	-
Total	<u>1,100,169</u>	<u>1,317,975</u>	<u>1,315,521</u>
Assets Available	<u>1,100,169</u>	<u>1,317,975</u>	<u>1,315,521</u>
Deductions:			
Bond Principal	520,000	695,000	725,000
Interest	580,169	622,975	590,521
Project Appropriations	-	-	-
Total	<u>1,100,169</u>	<u>1,317,975</u>	<u>1,315,521</u>
Ending Net Assets	\$ -	\$ -	\$ -

\*Budget is Adopted Budget and Final Budget.

CITY OF MANSFIELD, TEXAS  
STREET CONSTRUCTION  
BUDGET SUMMARY  
2013/2014

	ACTUAL 2011/2012	BUDGET 2012/2013	BUDGET 2013/2014
Beginning Fund Balance	\$ 8,383,761	\$ 7,678,842	\$7,678,842
Additions:			
Intergovernmental			
Bond Proceeds	3,480,475	14,289,355	13,645,700
Interest	1,178	-	-
Impact Fees	785,564	-	500,000
Contributions	-	-	-
Miscellaneous	824,396	-	-
Total	5,091,613	14,289,355	14,145,700
Funds Available	13,475,374	21,968,197	21,824,542
Deductions:			
Project Appropriation	5,796,532	14,289,355	14,145,700
Total	5,796,532	14,289,355	14,145,700
Ending Fund Balance	\$ 7,678,842	\$ 7,678,842	\$7,678,842

\*Budget is Adopted Budget and Final Budget.

CITY OF MANSFIELD, TEXAS  
WATER & SEWER CONSTRUCTION  
BUDGET SUMMARY  
2013/2014

	ACTUAL 2011/2012	BUDGET 2012/2013	BUDGET 2013/2014
Beginning Net Assets	\$ 15,017,967	\$ 14,940,574	\$ 14,940,574
Additions:			
Impact Fees	1,297,649	1,100,000	1,100,000
Bond proceeds		13,565,399	15,387,600
Interest Earnings	9,390	-	4,704
Miscellaneous Income	-	-	-
Contributions	15,531	-	-
Total	1,322,570	14,665,399	16,492,304
Assets Available	16,340,537	29,605,973	31,432,878
Deductions:			
Project Appropriations	1,399,963	14,665,399	15,387,599
Transfer to Operating Fund	-	-	-
Total	1,399,963	14,665,399	15,387,599
Ending Net Assets	\$ 14,940,574	\$ 14,940,574	\$ 16,045,279

\*Budget is Adopted Budget and Final Budget.

CITY OF MANSFIELD, TEXAS  
BUILDING CONSTRUCTION  
BUDGET SUMMARY  
2013/2014

	ACTUAL 2011/2012	BUDGET 2012/2013	BUDGET 2013/2014
Beginning Net Assets	\$ 107,589	\$ 92,693	\$ 92,693
Additions:			
Interest Income		-	-
Contributions	-	-	-
Other	-	-	-
Bond Proceeds	3,075,000	500,000	4,351,505
Total	3,075,000	500,000	4,351,505
Assets Available	3,182,589	592,693	4,444,198
Deductions:			
Bond Issuance Costs	75,000		
Operating Transfer Out	28,961	-	-
Project Appropriations	2,985,935	500,000	4,351,505
Total	3,089,896	500,000	4,351,505
Ending Net Assets	\$ 92,693	\$ 92,693	\$ 92,693

\*Budget is Adopted Budget and Final Budget.

CITY OF MANSFIELD, TEXAS  
EQUIPMENT REPLACEMENT  
BUDGET SUMMARY  
2013/2014

	ACTUAL 2011/2012	BUDGET 2012/2013	BUDGET 2013/2014
Beginning Net Assets	\$ 351,833	\$ 29,899	\$ 29,899
Additions:			
Other Revenues	95,318	-	-
Grant Revenue	79,915	-	-
Bond Proceeds	-	1,070,167	1,915,685
Transfers	51,399	-	-
Interest Earnings	-	-	-
Total	226,632	1,070,167	1,915,685
Assets Available	578,465	1,100,066	1,945,584
Deductions			
Equipment	514,917	1,070,167	1,915,685
Transfers	33,649		
Total	548,566	1,070,167	1,915,685
Ending Net Assets	\$ 29,899	\$ 29,899	\$ 29,899

\*Budget is Adopted Budget and Final Budget.

## ***DEBT SERVICE FUND***

*The General Obligation Debt Service Fund is used to account for payment of principal and interest on the City of Mansfield's general obligation bonds and capital lease payments.*

*Revenue Debt Service Funds are used to account for Revenue Bonds whose principal and interest are payable from earnings of the City of Mansfield's Enterprise Funds.*

*Special Revenue Debt Service Funds are used to account for Sales Tax Revenue Bonds whose principal and interest are payable from a special ½ ¢ sales tax.*

### **CITY OF MANSFIELD DEBT MANAGEMENT POLICY**

#### **Purpose**

The City recognizes that effective management of the Public's Funds is an investment of the Public's funds within the community in which it serves. It is upon this understanding that the City of Mansfield, Texas establishes its debt policy to guide decision makers in investing the public's money within the City of Mansfield, Texas.

- "Tax-exempt financing is used by state and local governments to raise capital to finance public capital improvements and other projects, including infrastructure facilities that are vitally important to sustained economic growth."  
Tax-Exempt Financing, a Primer.

It is upon this principal that the City of Mansfield, Texas determines the necessity to incur debt in order to finance the Capital Improvement Program (CIP) of the City. The management of the City's debt is vital for maintaining the expected cost of services and the continued infrastructure development within this community. With the incurrence of additional debt the City is able to pay for the infrastructure needs of the community without overly burdening the constituency in any given period by increasing or decreasing the fee structure

necessary to support the capital improvement. As a result, the management of the City's debt portfolio is designed to minimize the impact to its constituency.

#### **Authorization**

The Constitution of the State of Texas and the general laws of the State of Texas allow for and permit Texas Cities as authorized by the City to issue direct obligations or Bonds for the purpose of financing improvements and capital assets.

Although the Federal Government does not govern local spending authority, it closely regulates, and monitors the types of issuances and the authority for issuance through the federal income tax code, sections 141 through 150. The federal income tax code restricts the nature and character of Bond Interest in how it is treated as income for income tax reporting thereby controlling and creating markets for tax-exempt instruments.

#### **Uses of Debt Financing and Capital Improvements**

- Debt financing shall be used to fund infrastructure improvements and the purchasing of capital assets as long as the asset life of the improvement



or capital asset is beyond the cost of financing the improvement or the capital asset.

- Debt financing shall be used as a funding source when the improvements or the purchase of capital assets cannot be acquired from current revenue sources or direct fees like impact fees. In addition, if the purchase of capital assets and construction of infrastructure improvements can be funded through available resources (fund balance, current revenue or any other recurring revenue) then the cost of money should be considered against the value of available resources in determining pay-as-you-go financing.

#### **Affordability of Additional Debt and Legal Debt Limit**

In fiscal year 2000, the City of Mansfield developed a 10-year Strategic Plan that anticipates the financial future of the City of Mansfield, Texas. This Plan is a comprehensive planning model that enables Management to assess to financial well-being of the City. It quantifies the impact of growth and development and speaks plainly about the fiscal condition of the City. This Strategic Plan incorporates future revenue sources, operating expenses and projected capital improvement projects for all of the City's activities: Governmental Funds, and Enterprise Funds. This Strategic Plan measures the City's ability to authorize and issue additional debt over the next ten years.

Each year, the plan is revised to reflect growth, population estimates and current operating revenues.

- The City shall use an objective analytical approach to determine whether it can afford to assume new debt beyond what it retires each year. This process shall compare generally accepted standards of affordability to the current values for the City.

#### **General Obligation Bonds:**

Debt Per Capita

Debt as a Percent of Taxable Value

Debt service as a percent of Current Revenues and Current Expenditures

Debt tax rate as a percent of the City's tax rate

#### **Revenue Bonds:**

Pledged Revenues shall be a minimum 110% of annual debt service.

Pledged Revenues shall be a minimum of 125% of average annual debt service

Pledged Revenues shall be a 130% of maximum annual debt service for financial planning purposes

Annual adjustments to the City's rate structures will be made as necessary to maintain a 130% coverage factor.

- The City will keep outstanding debt within the limits prescribed by State Statute, which does not prescribe a legal debt limit. However, Article XI, Section 5 of the Texas Constitution, applicable to cities of more than 5,000 populations, limits the ad valor tax rate to \$2.50 per \$100 assessed valuation.

## Types of Debt and Criteria for Issuance of Types of Debt:

The City may choose to issue debt under any provision allowed for and permitted by state statute. Although debt is an obligation to be repaid, it can assume many forms. The form and character of debt is typically determined by the nature of the funding source and nature of the asset to be purchased or improved. However, generally debt can be categorized into two types as determined by the federal income tax code: Governmental Bonds and Private Activity Bonds. Either of which may be taxable or tax-exempt. In determining the type of security for financing an improvement or purchasing of a capital asset the City may consider the following and is not limited to the following:

### Debt Form:

#### General Obligation Facility:

General Obligation Bonds ("GOs")	Tax levy as security for the bonds Voter's Approval Specific Public Purpose
Certificates of Obligation ("Cos")	Tax levy and/or Revenue Pledge as security Specific Public Purpose Public Notice; hearings and advertisement
Public Property Finance Contractual Obligations ("PPFCOs")	Tax levy and/or Revenue Pledge as security Acquisition of Personal Property Alternative for Lease/Purchase
Anticipation Notes	Tax levy and/or Revenue Pledge as security Construction of Public Works Acquisition of Real & Personal Property Cumulative Cash Flow Deficit Professional Services Maturity is maximum of seven years
<b>Revenue Facility:</b>	
Revenue Bonds	Revenue Pledge as security Pledge to set rates and fees to meet covenants Bond Reserve Fund for surety Covenant Reporting Equitable Rate Structure First Lien security with parity Construction of Capital Improvements
Contract Revenue Bonds	City contracts with Entities Tax levy and/or Revenue Pledge as security Ownership of Title may occur with Entity or City

**Special Obligation Facility:**

Tax Increment Financing District ("TIF")	Development District established Construction of Improvements Incremental Increase in Value Property only Taxable by TIF
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Non-Profit Corporations Property Finance Authority Mansfield Park Facilities Development Corp Mansfield Economic Development Corp	Established Corporations Revenue Pledge of the Corporation Covenant Reporting First lien security with parity Acquisition of Real or Personal Property Public/Private infrastructure improvements City may or may not own title Specific Services
--	--

Public Improvement District ("PID")	Specific Improvement Securitized by Pledged Assessments Specific Benefactors
-------------------------------------	--

**Other Credit Facility:**

Capital Lease	Annual Tax or Revenue Appropriation Tax-Exempt Acquisition of Personal Property Able to Refinance Annual Tax or Revenue Appropriation
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Line of Credit	Qualify Statutorily Immediate need for financing Borrowings retired with bond proceeds Fulfill bond reserve covenants Borrowings repaid from current resources
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Commercial Paper	Revenue Pledge as security Demand from the market for small issuer Commercial paper
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Derivatives	Minimize risk of market Reduced costs versus fixed costs Creates Flexibility
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Surety Bond & Bond Insurance	Understood risk warrants the savings Debt service is less than cost of Insurance Triple AAA rated Insurer Competitive Offers from two Insurers
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## Debt Structure

Historically, the City of Mansfield's debt structures have been designed to coincide with the fiscal policies of the City of Mansfield, Texas. Essentially, allowing growth to pay for growth by properly setting the maturities of the debt to equal or less than the usefulness of the improvement or asset.

Typical debt structure of a bond issuance:

- Term or Serial bonds structured for annual payments.
- Traditional call feature that does not influence the price of the bonds
- Average bond life of 10.5 years to 12.0 years
- Level payments for twenty years
- Pricing structured to allow for premiums and discounts
- First year payment to begin in second year of construction
- Bond insurance
- Surety Bond if warranted

The City of Mansfield, Texas has sought non-traditional avenues of capital improvement financing; however, the City is considered a Small Issuer under the law it has been more economical for the City to maintain this type of debt structure for its bond sales. This does not preclude the City from considering different structures or structuring its issuance differently from its typical debt structure.

The purpose of the structure is to provide the City with the lowest possible costs under market conditions at the time of issuance.

## Methods of Sale

**Competitive Sale:** The City shall seek to issue its debt obligations in a competitive bidding environment. Bids shall be awarded on a True Interest Cost providing the bidders meet other bidding requirements. In some instances, the City may award the sale to the lowest Net Interest Cost bidder depending on the economic substance of the transaction. If the competitive bidding process is not conducive to soliciting the lowest cost of financing a bond issuance the City may choose to negotiate the sale.

**Negotiated Sale:** The City shall seek to weigh the selection of underwriter before negotiating a bond sale. The selection of the underwriter shall encourage the best economic environment in which the City will benefit from sale of its bonds. Typically, negotiated sales will occur when the market volatility is unpredictable. In some cases this may mean investors are not willing commit capital in uncertain economic environments or the size of the issue may not attract the bids for a successful sale. Moreover, the primary purpose of the negotiated sale is to solicit the interest rate environment for the City to sale bonds.

**Private Placement:** The City will seek to privately place its bonds with a select group of investors when the issuance warrants the sophistication of the buyer. The City will ensure that the placement fee is less than a typical underwriter's fee in a negotiated offering of a comparable type sale in similar sale environment.

## **Refunding of Debt**

The City of Mansfield, Texas shall monitor the municipal bond market for opportunities to refund outstanding debt to save the City from future interest costs. As a general rule the savings shall be at least 3% greater than the cost of carrying the existing debt inclusive of issuance costs and any cash contributions. However, if the value of the savings exceeds the cost of the refunding and is greater than \$100,000 but is less than 3% of the savings then the City shall consider refunding the existing debt. Arbitrage rules are to be considered when refunding debt.

## **Credit Objectives**

The City of Mansfield, Texas shall seek to maintain and attain the highest possible bond ratings for its outstanding debt without compromising the delivery of basic City services. Currently, the City maintains four ratings with Fitch, Moody's & Standard & Poor's.

	<i>Fitch, IBCA</i>	<i>Moody's</i>	<i>Standard &amp; Poor's</i>
General Obligation	AA	Aa2	AA+
Sales Tax Revenue	AA-	Aa3	A
Drainage Revenue	AA	Aa2	AA-
Water & Sewer	AA	Aa2	AA

It is and will be the continued policy of the City of Mansfield, Texas to provide full disclosure of information about the City's operating activity to the rating agencies. The City shall maintain an open line of communication with the rating agencies to allow for the free exchange of information between the City and the agencies.

## **Secondary Market Disclosure**

SEC 15c2-12 regulations became effective July 3, 1995. The City shall continue to provide financial data to the Nationally Recognized Municipal Information Depository (NRMSIRs) and the State Information Depositories (SIDs). The City will and has complied with secondary reporting requirements of SEC 15c2-12.

## **Financial Advisor**

The City will retain an external financial advisor. The financial advisor must have comprehensive municipal debt experience and experience in diverse financial structuring requirements. The City financial advisory must also be of reputable character and in good standing with SEC and the MSRB.

## **Bond Counsel**

The City will retain an external bond counsel. Bond Counsel must have comprehensive municipal debt experience and experience in diverse financial structuring requirements. Bond Counsel must also be of reputable character and in good standing with Texas Law Review Board.

## **Other Service Providers**

The City shall select other service providers (e.g. escrow agents, verification agents, trustees, arbitrage consultants, etc.) as necessary to meet legal requirements and minimize net City debt costs.

### Arbitrage Compliance

The City shall maintain its books and records in manner consistent with the provision allowed for under the Internal Revenue Code Section 148. Furthermore, the City shall have its arbitrage exposure calculated annually and appropriately recognized in the City's Comprehensive Annual Financial Statement.

### Investment of Bond Proceeds

All bond proceeds shall be invested in accordance with the City Investment Policy. The proceeds shall be invested as part of the City consolidated cash pool and accounted for separately and accordingly to bond covenants and the Internal Revenue Code.

### Calculation of the City of Mansfield Legal Debt Limit.

The City Charter of the City of Mansfield, Texas and the statutes of the State of Texas do not prescribe a legal debt limit.

However, Article XI, Section 5 of the Texas Constitution, applicable to cities of more than 5,000 population limit the ad valorem tax rate to \$2.50 per \$100 of assessed valuation. The city operates under a Home Rule Charter that also imposes a limit of \$2.50 per \$100 assessed valuation. The FY 2013-2014 budgeted property tax rate was \$.71000 per \$100 valuation with a tax margin of \$1.79000 per \$100 valuation based upon the maximum ad valorem tax rate noted above. Additional revenues up to \$83,961,114 per year could be raised before reaching the maximum allowable tax base.

**Assessed Value x Legal Debt Limit (15% of Assessed Value)**

-

**General Obligation Bonds and Certificates of Obligation**

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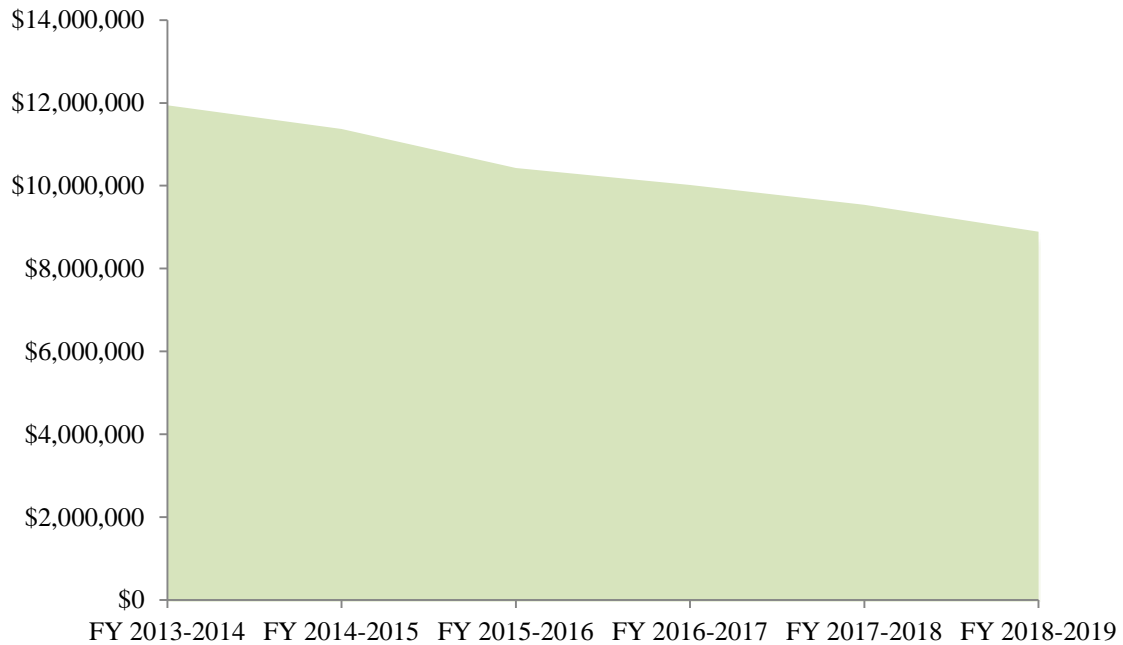
**Legal Debt Margin**

The assessed taxable valuation in FY 2013-2014 is \$4,690,565,049.

The Legal Debt Limit is \$610,889,757

**CITY OF MANSFIELD, TEXAS  
GENERAL FUND  
SCHEDULE OF DEBT PAYMENTS**

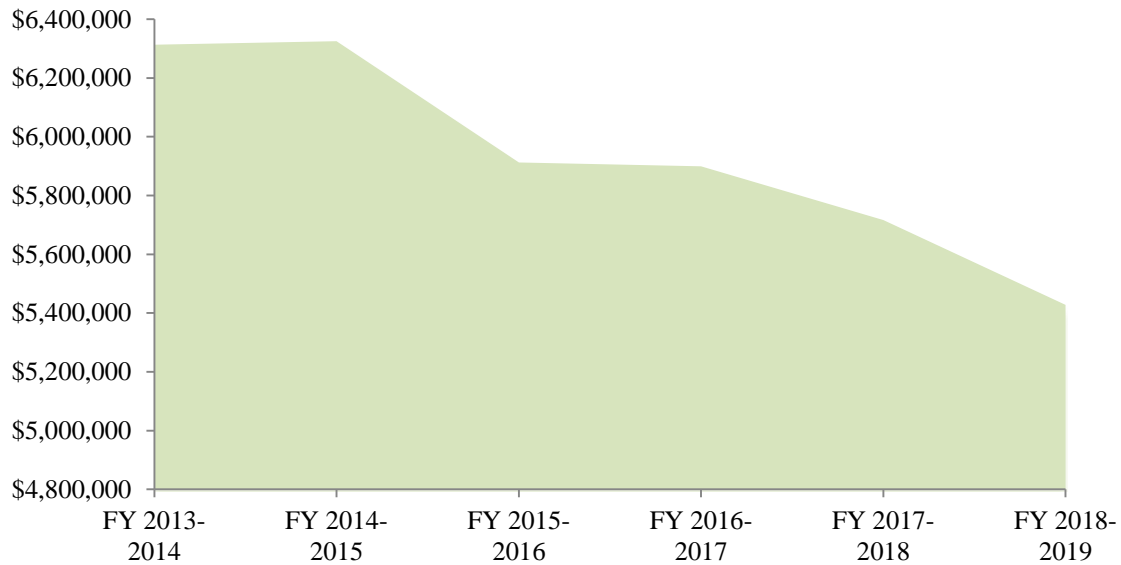
Fiscal Year	Principal	Interest	Total
2013-2014	8,160,000	3,781,800	11,941,800
2014-2015	7,910,000	3,458,720	11,368,720
2015-2016	7,270,000	3,160,215	10,430,215
2016-2017	7,135,000	2,881,185	10,016,185
2017-2018	6,935,000	2,603,202	9,538,202
2018-2019	6,560,000	2,331,286	8,891,286
2019-33	48,725,000	10,687,369	59,412,369
<b>Total</b>	<b>\$ 92,695,000</b>	<b>\$ 28,903,777</b>	<b>\$ 121,598,777</b>



**CITY OF MANSFIELD, TEXAS  
WATER & SEWER FUND  
SCHEDULE OF DEBT PAYMENTS**

Fiscal Year	Principal	Interest	Total
2013-14	3,820,000	2,493,316	6,313,316
2014-15	3,960,000	2,364,721	6,324,721
2015-16	3,695,000	2,217,471	5,912,471
2016-17	3,825,000	2,073,827	5,898,827
2017-18	3,795,000	1,920,696	5,715,696
2018-19	3,660,000	1,767,128	5,427,128
2019-2030	29,950,000	9,499,246	39,449,246
<b>Total</b>	<b>\$ 52,705,000</b>	<b>\$ 22,336,405</b>	<b>\$ 75,041,405</b>

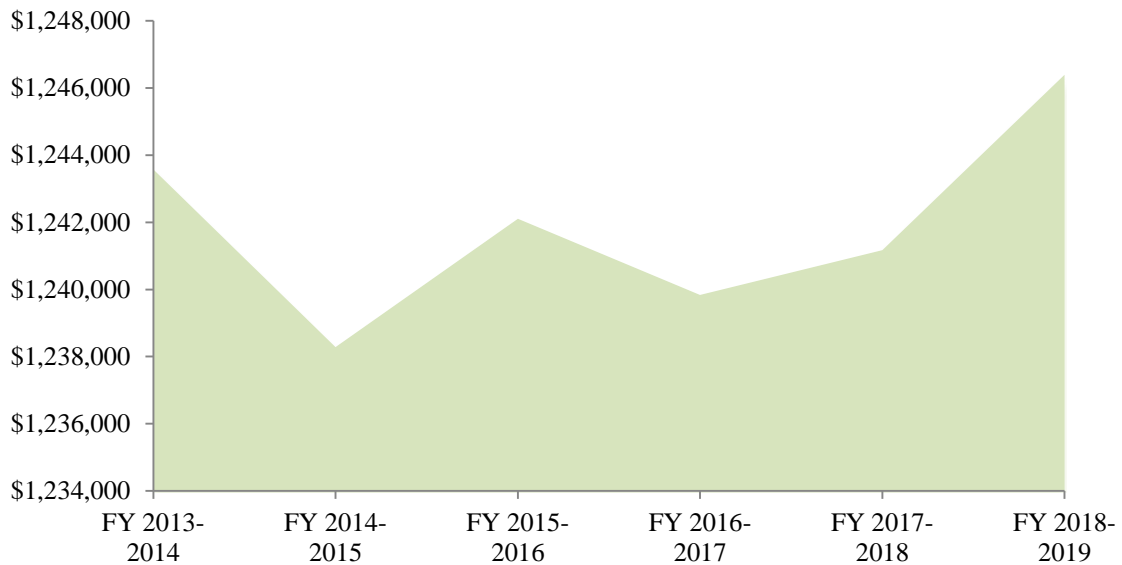
Debt Service Fund





**CITY OF MANSFIELD, TEXAS  
MANSFIELD PARK FACILITIES DEVELOPMENT FUND  
SCHEDULE OF DEBT PAYMENTS**

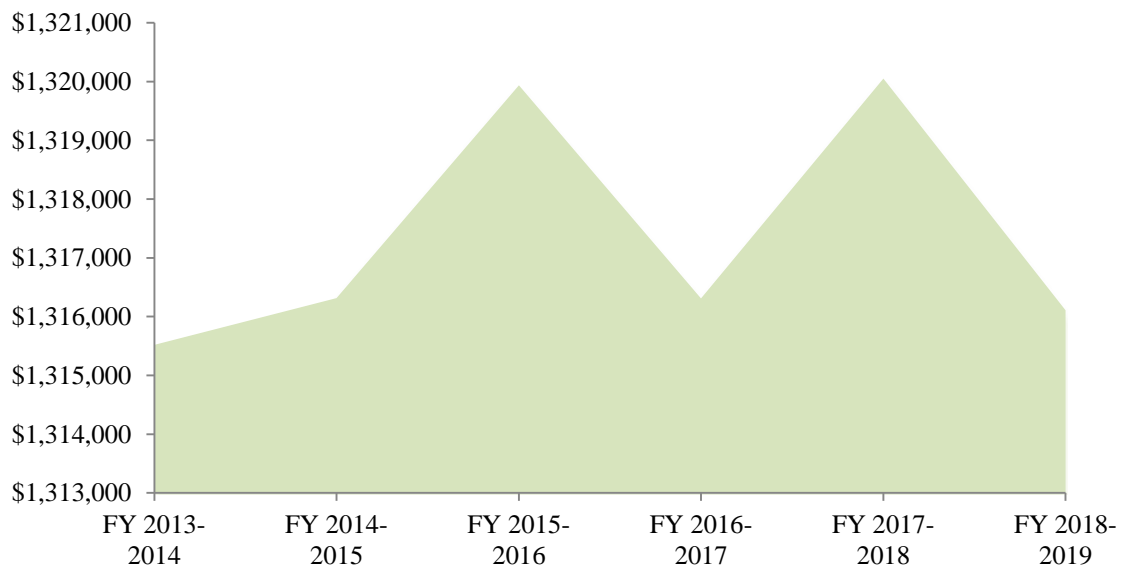
Fiscal Year	Principal	Interest	Total
2013-14	785,000	458,573	1,243,573
2014-15	805,000	433,283	1,238,283
2015-16	835,000	407,104	1,242,104
2016-17	860,000	379,830	1,239,830
2017-18	890,000	351,166	1,241,166
2018-19	925,000	321,393	1,246,393
2019-2028	6,330,000	1,332,105	7,662,105
<b>Total</b>	<b>\$ 11,430,000</b>	<b>\$ 3,683,452</b>	<b>\$15,113,452</b>



**CITY OF MANSFIELD, TEXAS  
MANSFIELD ECONOMIC DEVELOPMENT FUND  
SCHEDULE OF DEBT PAYMENTS**

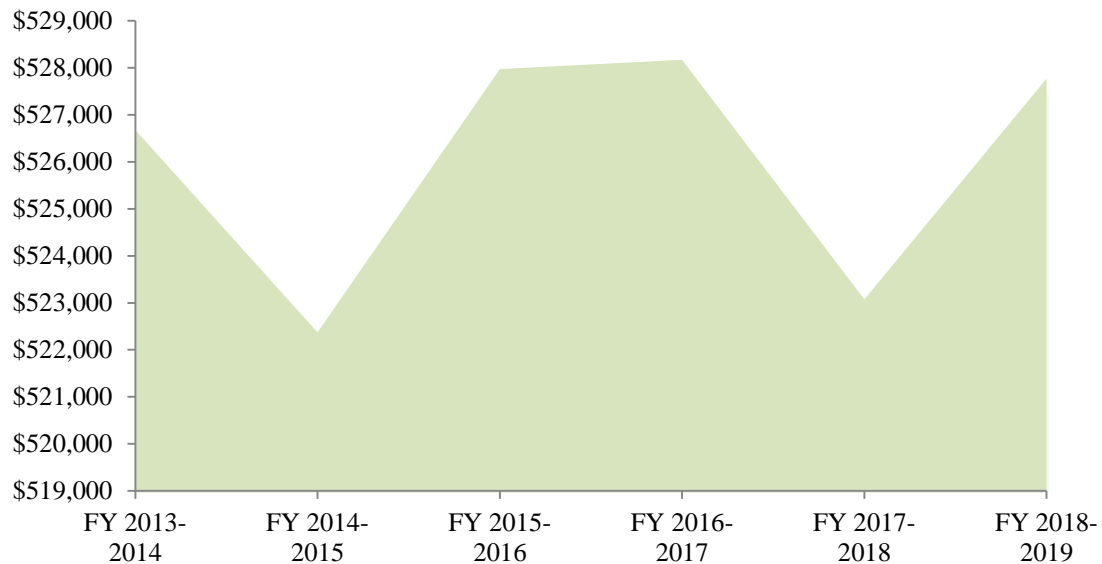
Fiscal Year	Principal	Interest	Total
2013-14	725,000	590,521	1,315,521
2014-15	760,000	556,318	1,316,318
2015-16	800,000	519,938	1,319,938
2016-17	835,000	481,314	1,316,314
2017-18	880,000	440,055	1,320,055
2018-19	920,000	396,110	1,316,110
2019-2032	6,835,000	1,463,296	8,298,296
<b>Total</b>	<b>\$ 11,755,000</b>	<b>\$ 4,447,553</b>	<b>\$ 16,202,553</b>

Debt Service Fund



**CITY OF MANSFIELD, TEXAS  
DRAINAGE UTILITY FUND  
SCHEDULE OF DEBT PAYMENTS**

Fiscal Year	Principal	Interest	Total
2013-14	370,000	156,670	526,670
2014-15	375,000	147,370	522,370
2015-16	390,000	137,970	527,970
2016-17	400,000	128,170	528,170
2017-18	405,000	118,070	523,070
2018-19	420,000	107,770	527,770
2020-2027	2,745,000	371,073	3,116,073
<b>Total</b>	<b>\$ 5,105,000</b>	<b>\$ 1,167,093</b>	<b>\$ 6,272,093</b>



## GENERAL FUND

The General Fund is used to account for all revenues and expenditures relating to general fund operations of the City of Mansfield not accounted for in other funds

### GENERAL GOVERNMENT DIVISION

#### City Council

Maintain a line of communication to take advantage of citizen input  
Provide Forums, discussions and open meetings to allow citizen input in municipal issues  
Encourages healthy debate among members of council to develop innovative ideas  
Schedules meetings, workshops and special meetings to allow staff, citizens and boards to pool ideas  
Recruit new industry as well as aiding in the retention and expansion of existing business  
Be open and fair-minded to all types of groups within the city

#### Administration

The City Managers Office

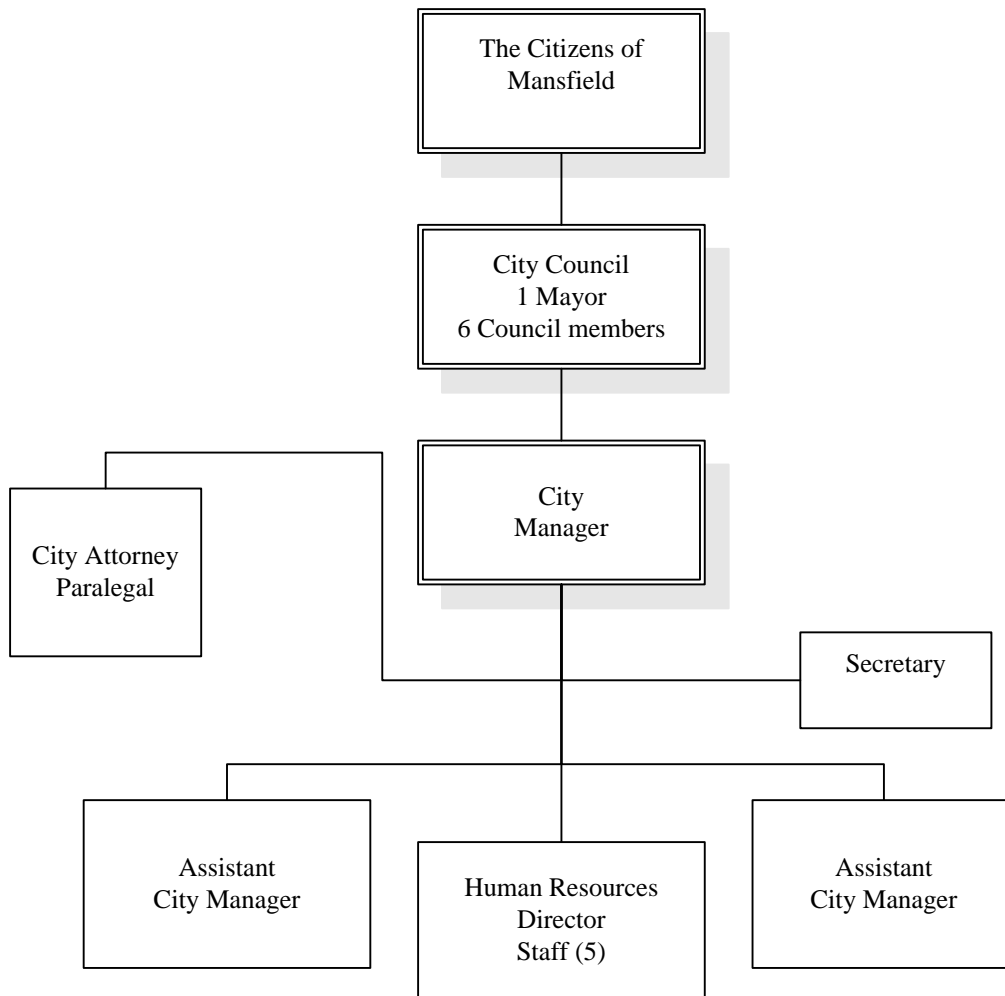
Direct and maintain an effective service organization with high productivity and quality of service  
Provide effective communication and information to City Council of the conditions of the city  
Prepare annual service plan including strategic planning, budget and staffing  
Review infrastructure of the organization and change the organizational structure as needed.  
Administer the operations of 15 service departments and 524 paid staff

#### Legal Department

Eliminate lawsuits to the city  
Provide cost effective, accurate and current legal service and advice to staff, council and various boards  
Settle any claims against the city at minimum cost  
Advise staff of any changes in legislation

#### Human Resources

Provide a comprehensive and competitive salary and benefit program at the best value to the citizens.  
Enhance safety training programs  
Review and update job descriptions  
Process all payroll and benefit related actions



### At a Glance

#### General Government Division Highlights

- ☐ 15 Service Departments Supervised
- ☐ General Fund Operating Budget FY 2012-2013 \$41,928,606
- ☐ Approximately 524 FTE comprise the City of Mansfield Workforce

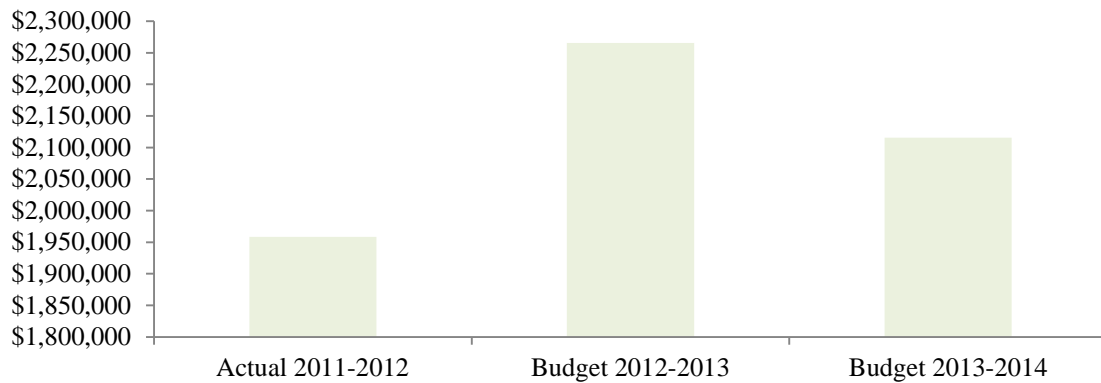
## DIVISION AT A GLANCE

The General Government Division decreased 7.02% due to the elimination of one full time administrative assistant position and one frozen position in the Administration Department.

Departments	Actual 2011-2012	Budget 2012/2013	Budget 2013/2014	% Change 2013/2014
City Council	\$ 136,817	\$ 94,863	\$ 108,029	13.88%
Administration	605,835	902,530	661,336	-26.72%
Legal	574,324	568,105	588,941	3.67%
Human Resources	641,581	709,735	757,190	6.69%
<b>Total</b>	<b>\$ 1,958,557</b>	<b>\$ 2,275,233</b>	<b>\$ 2,115,496</b>	<b>-7.02%</b>

Division Summary	Actual 2011-2012	Budget 2012/2013	Budget 2013/2014	% Change 2013/2014
Personnel Services	\$ 1,304,985	\$ 1,648,444	\$ 1,436,869	-12.83%
Operations	653,572	626,789	678,626	8.27%
Capital Projects				
<b>Total</b>	<b>\$ 1,958,557</b>	<b>\$ 2,275,233</b>	<b>\$ 2,115,496</b>	<b>-7.02%</b>

### General Government Budget 2013-2014

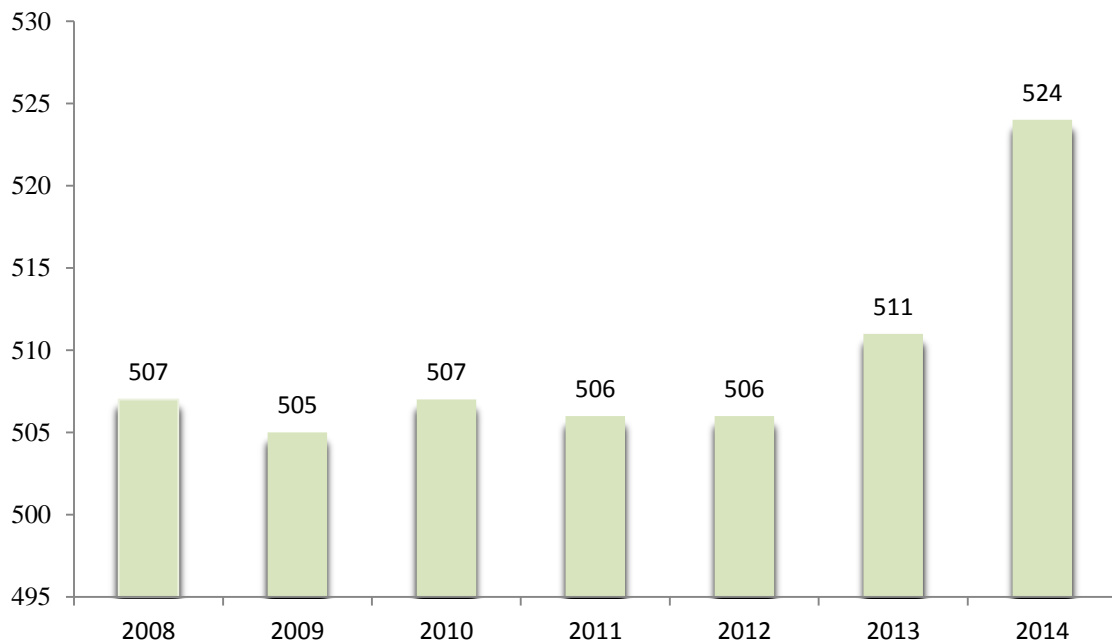


## Do You Know?

The City of Mansfield staff consists of 524 Full Time Equivalent positions.



**Full Time Equivalent Positions**



## CITY COUNCIL DEPARTMENT

### MISSION STATEMENT:

The City Council serves as the legislative branch of the City of Mansfield representing all citizens. The council establishes legislative policy through the adoption of ordinances and resolutions in order to provide a safe, pleasant environment within the community and efficient delivery of public service.

### Department at a Glance

The City Council consists of the Mayor and six elected council members. Each member serves a three year term. The City Council meets the 2<sup>nd</sup> and 4<sup>th</sup> Monday of each month and conducts joint meetings with other appointed boards at various times during the year. The City Council budget increased 13.88% due to the potential of increased election costs.

### Key Goals and Objectives

#### Goal 1

Recognize community issues and concerns and develop strategies beneficial to all citizens.

##### Objectives:

- Maintain open lines of communication to take advantage of citizen and staff input.
- Provide forums, discussions and open meetings to allow citizen involvement.
- Continue to incorporate ideas from strategic planning sessions with City Council, boards and commissions wherever possible.
- Create opportunities to develop the downtown area of the city.

#### Goal 2

Develop legislation that will benefit present and future citizens of Mansfield.

##### Objectives:

- Encourage healthy debate among council members to develop innovative ideas.
- Schedule meetings, workshops and forums to allow staff, citizens and

boards to pool ideas and information.

- Maintain a strong financial position and credit rating.

#### Goal 3

Create an environment that promotes “A Satisfied Public”, “A Skilled Workforce” and a “Cost Effective Service”

##### Objectives:

- Ensure all city services provide all citizens with access to all services.
- Recruit commercial and retail development to reduce the tax burden on the citizens of Mansfield.
- Enhance the Living Environment for all citizens.
- Provide for the safety of all citizens.



**Performance Objectives**

- Recognize community issues and concerns and develop strategies beneficial to all citizens.
- Develop legislation that will benefit present and future citizens of Mansfield.
- Create an environment that promotes “A Satisfied Public”, “A Skilled Workforce”.

**Measurable Outcomes:**

- The average cost per citizen has remained relatively constant over a four year period.
- Create a total living environment by improving infrastructure, enhancing quality development, utilizing technology, enhancing tourism and providing safety and security to all citizens.

City Council	Actual 2010/2011	Actual 2011/2012	Budget 2012/2013	Budget 2013/2014
Demand				
Council Meetings	34	27	31	35
Open Record Requests	242	238	228	245
Special Meetings	9	6	7	10
Emergency Meetings	0	0	0	1
Workload				
Ordinances Enrolled	33	25	41	55
Resolutions Enrolled	94	119	96	125
Public Hearings	48	43	58	65
Productivity				
Open Records Request-30 days	100%	100%	100%	100%
Staff Hours-Open Record Requests.	80	24	6	30
Effectiveness				
Master Plan Updates	2	1	1	1
Bond Rating Upgrades	1		1	1
Cost per Citizen	\$ 1.66	\$ 1.66	\$ 1.62	\$ 1.82

City Council	Actual	Budget	Budget	% Change
Summary	2011-2012	2012/2013	2013/2014	2013/2014
Personnel Services				
Operations	\$ 136,817	\$ 94,863	\$ 108,029	13.88%
Capital				
Projects				
Total	\$ 136,817	\$ 94,863	\$ 108,029	13.88%

## ADMINISTRATION DEPARTMENT

### MISSION STATEMENT:

The Mission of the City Administration Department is to implement and execute the legislative policies established by the City Council and guide the direction of the employee organization.

### Department at a Glance

The Administration Department includes the City Manager, two (2) assistant city managers and one (1) secretary. In FY 2013-2014, one secretary position was eliminated and one Assistant City Manager position was frozen. The Administration budget decreased 26.72% due to the position adjustments.

### Key Goals and Objectives

#### Goal 1

Direct and maintain an effective service organization with high productivity, quality of service and “best value” to all citizens.

##### Objectives:

- Maintain low turnover of experienced and knowledgeable staff.
- Change the infrastructure of the organization as needed.
- Provide internal support through daily management and direction.

#### Goal 2

Provide effective communication and information to city council on organizational issues.

##### Objectives:

- Provide monthly financial reports and agenda support information to city council in order to make the necessary policy decisions to guide the organization of the city.
- Maximize effective use of meetings and work sessions.

- Provide citizen access to city government utilizing the city web site to enhance communication with all citizens.
- Provide capital and operational updates on a regular basis utilizing the city web site, citizen newsletter and other media to provide information to all citizens.

#### Goal 3

Prepare the annual service plan.

##### Objectives:

- Analyze, monitor and modify the cities strategic plan to incorporate city council recommendations for program maintenance and expansion.
- Present a balanced budget and develop service program recommendations.
- Analyze and direct the city’s economic development program.
- Analyze local, state and national trends to prepare the annual service plan based on current and future economic conditions.
- Make annual presentations to national Credit Rating Services to maintain the City’s Bond Ratings

### Performance Objectives

- Maintain a highly skilled workforce.
- Enhance the annual report and information to all citizens.
- Incorporate council and citizen recommendations into the annual service plan.

	Actual 2010/2011	Actual 2011/2012	Budget 2012/2013	Budget 2013/2014
Administration				
Demand				
Council Meetings	34	27	31	35
Open Record Requests	242	238	228	245
Budget Workshops	2	2	2	2
Strategic Planning Sessions	2	2	2	2
City Wide Staff	507	505	511	524
Workload				
Ordinances Enrolled	33	25	41	55
Resolutions Enrolled	94	119	96	125
Service Departments Managed	15	15	15	15
City Wide Budget	\$ 143,754,150	\$ 131,219,061	\$ 144,144,192	\$ 153,446,088
Productivity				
Open Records Requests-30 days	100%	100%	100%	100%
New Service Programs	2	0	0	1
Net Taxable Residential Value	\$ 169,678	\$ 170,602	\$ 171,767	\$ 175,802
Effectiveness				
Property Tax Rate	\$ 0.71	\$ 0.71	\$ 0.71	\$ 0.71
New Construction Value	\$ 62,427,630	\$ 98,136,348	\$ 72,011,853	\$ 91,761,113
Staff Turnover		11%	7%	7%
General Fund New FTE	0	0	6	8
Cost per Citizen	\$ 10.62	\$ 15.08	\$ 15.50	\$ 11.17

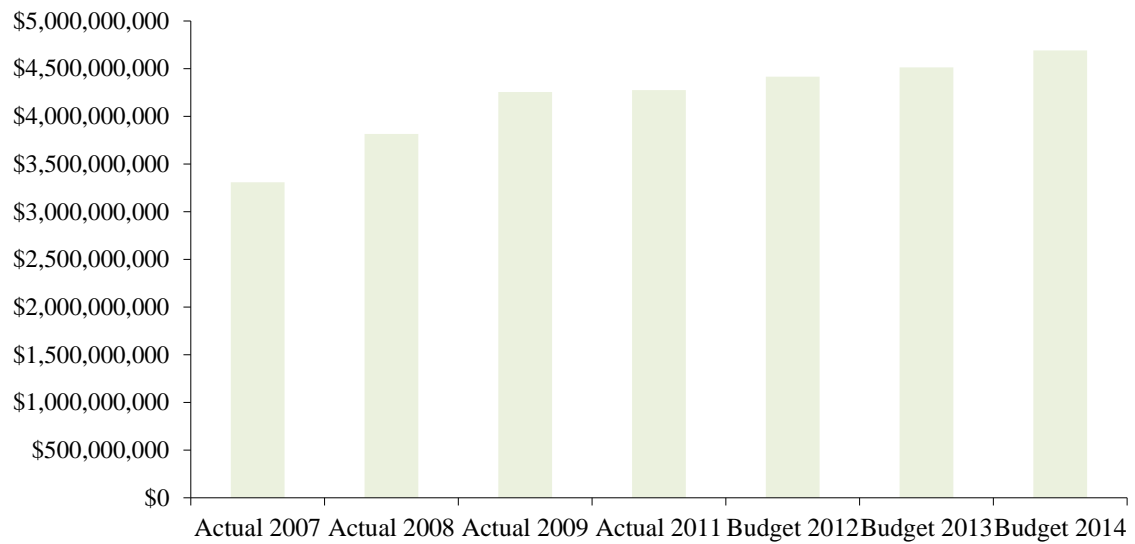
### Measurable Outcomes:

- No tax increase to the citizens for the past three years.
- Increased service levels in street maintenance and Public Safety Communications.

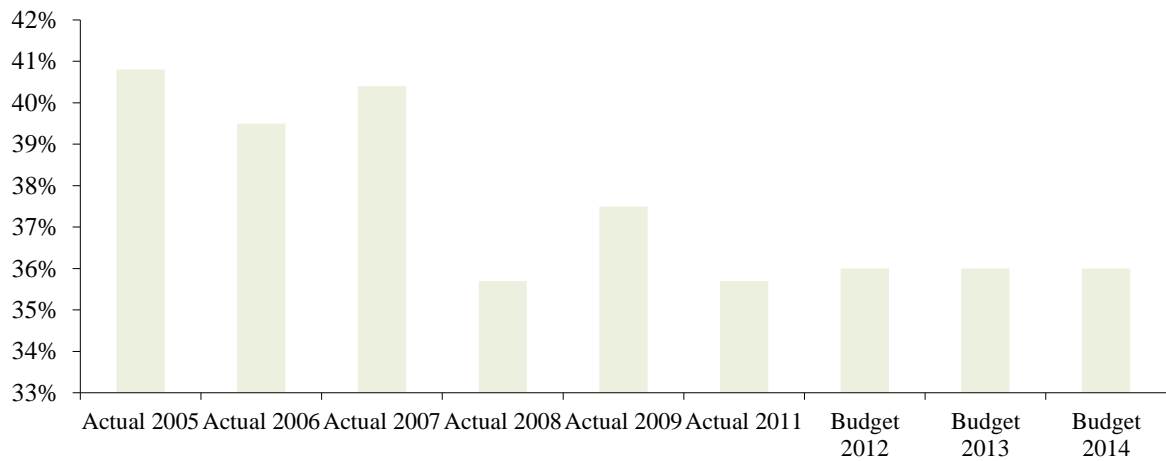
Administration	Actual	Budget	Budget	% Change
Summary	2011-2012	2012/2013	2013/2014	2013/2014
Personnel Services	\$ 557,829	\$ 837,618	\$ 596,505	-28.79%
Operations	48,006	64,912	64,831	-0.13%
Capital				
Projects				
Total	\$ 605,835	\$ 902,530	\$ 661,336	-26.72%

	2011-2012 Budget	2012-2013 Budget	2013-2014 Budget	2013-2014 Additions
Full Time Equivalent Positions				
City Manager	1	1	1	
Assistant City Manager	2	2	2	
Executive Secretary	2	2	1	-1
Total	5	5	4	-1

## Taxable Valuation Growth



## Debt Service Operating Percentage



## LEGAL DEPARTMENT

### MISSION STATEMENT:

The mission of the Legal Department is to be the legal advisor to the City of Mansfield and all offices, staff and departments in relation to their official powers and duties.

### Department at a Glance

The Legal Department includes the City Attorney and one (1) paralegal. The Legal Department budget increased 3.67% in FY 2013-2014 due to increased costs for "Use of Force Analysis Report..

### Key Goals and Objectives

#### Goal 1

Reduce the legal exposure of the city in its operation.

##### Objectives:

- Provide guidance and assistance to city staff and city council.
- Review contracts, ordinances and resolutions to ensure legal conformity.
- Work with staff to recognize risk exposure.

#### Goal 2

Provide cost effective and accurate legal counsel to city council, staff and various boards within the city.

##### Objectives:

- Advise city council, boards and city staff of changes in legislation and develop changes as needed.
- Provide timely review and preparation of documents.

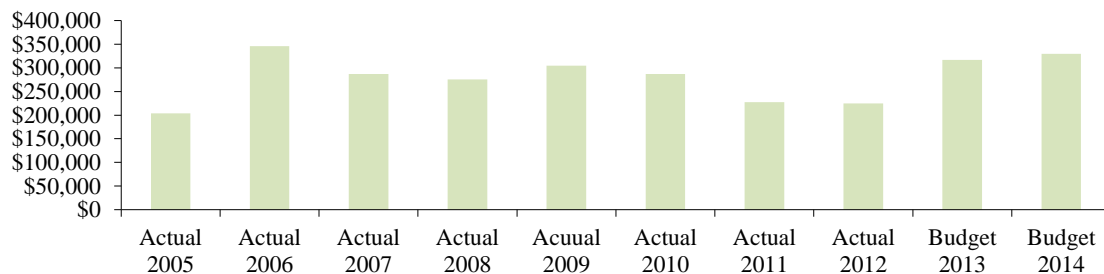
#### Goal 3

Represent the city in Municipal Court prosecution and settle claims against the city.

##### Objectives:

- Work closely with city council, boards and staff to advise an expeditious course of action and effective settlement
- Determine weaknesses and strengths of any case filed and recommend a prompt and cost effective settlement.

### General Fund Legal Costs



### Performance Objectives

- Eliminate lawsuits against the City of Mansfield.
- Provide cost effective, timely and accurate legal services.
- Settle any claims against the city.

	Actual 2010/2011	Actual 2011/2012	Budget 2012/2013	Budget 2013/2014
Legal				
Demand				
Council Meetings	34	27	31	35
Open Record Requests	242	238	228	245
Emergency Meetings	2	2	2	2
Workload				
Ordinances Enrolled	33	25	41	55
Resolutions Enrolled	94	119	96	125
Contracts Reviewed	85	85	85	85
Productivity				
Open Records Requests-30 days	100%	100%	100%	100%
Staff Hours-Open Record Requests.	80	100	100	100
Effectiveness				
Legal Fees	\$ 227,407	\$ 225,018	\$ 316,706	\$ 329,506
Cost per Citizen	\$ 8.60	\$ 9.99	\$ 9.76	\$ 9.94

Legal	Actual	Budget	Budget	% Change
Summary	2011-2012	2012/2013	2013/2014	2013/2014
Personnel Services	\$ 229,389	\$ 225,663	\$ 238,373	5.63%
Operations	344,935	342,442	350,568	2.37%
Capital				
Projects				
Total	\$ 574,324	\$ 568,105	\$ 588,941	3.67%

	2011-2012 Budget	2012-2013 Budget	2013-2014 Budget	2013-2014 Additions
Full Time Equivalent Positions				
City Attorney	1	1	1	
Paralegal	1	1	1	
Total	2	2	2	

## **HUMAN RESOURCES DEPARTMENT**

### **MISSION STATEMENT:**

The Human Resources Department administers is a strategic business partner dedicated to ensuring the most effective use of human resources to meet the long-term strategic goals of the city.

### **Department at a Glance**

The Human Resources Department includes the Human Resource Director, one (1) Assistant Human Resource Director one (1) Risk Analyst and one (1) Administrative Assistant, one (1) secretary and (1) Human Resource Specialist.. The overall budget for FY 2013-2014 increased 6.69% due to new timekeeping annual maintenance and additional training of staff citywide.

### **Key Goals and Objectives**

#### **Goal 1**

Recruit and retain an efficient and effective workforce.

##### **Objectives:**

- Assist supervisors with selection testing including panel interviews, written tests, practical tests and profile analysis.
- Revise job descriptions to reflect changes in essential physical functions based on ADA training.
- Analyze the effectiveness of recruiting methods 1.e advertising, testing, OJT, etc.

#### **Goal 2**

Continue to enhance employee performance through training and development.

##### **Objectives:**

- Establish course catalog of ongoing mandatory core supervisor training modules and determine cost effective providers.
- Track training investment including hours and costs per employee.

- Research on-line training opportunities to reduce cost and time for compliance classes.
- Establish wellness goals and incentives for employees to achieve and implement wellness and disease management programs.

#### **Goal 3**

Ensure competitive compensation by providing merit increases and equity adjustments as market conditions warrant. And encourage employee wellness.

##### **Objectives:**

- Provide survey data from the Metroplex Survey and Texas Municipal League to determine competitive salaries.
- Provide quarterly reports for upper management to monitor compliance with compensation goals and objectives.
- Make annual adjustments to the pay plan to align with market conditions.
- Provide quarterly reports outlining the frequency and severity of health and safety claims.

### Performance Objectives

- Retain and Recruit and efficient workforce
- Continue to enhance employee performance through training and development
- Ensure competitive compensation

Human Resources	Actual 2010/2011	Actual 2011/2012	Budget 2012/2013	Budget 2013/2014
<b>Demand</b>				
City Wide Staffing (FTE)	507	507	511	524
Positions filled	34	63	43	57
Terminations Processed	31	58	44	45
<b>Workload</b>				
Applications Processed	751	1,558	1,946	1,500
Unemployment Claims filed	9	9	9	9
Payroll Actions Processed	54	86	113	113
Job Studies	5	5	7	6
Liability Claims Processed	25	29	19	20
Property Damage Claims Processed	14	14	5	10
Disciplinary Actions	106	23	20	25
<b>Productivity</b>				
Payroll Actions Processed	54	86	113	113
Workers Compensation Claims	50	50	38	15
Employees/1,000 Citizens	\$ 111.91	\$ 113.18	\$ 113.18	\$ 113.18
Human Resources Staff/100 Employees	0.79	0.79	0.79	0.79
<b>Effectiveness</b>				
Employee Turnover	6.1%	7.0%	7.0%	7.0%
Probationary Turnover	11.80%	14.00%	13.00%	13.00%
Total Liability Claims	\$ 62,241	\$ 10,474	\$ 22,182	\$ 50,000
Workers Compensation Claims	\$ 176,869	\$ 222,000	\$ 126,221	\$ 150,000
Property Damage Claims	\$ 16,312	\$ 50,000	\$ 28,371	\$ 25,000
Absenteeism Costs	\$ 673,350	\$ 680,000	\$ 680,000	\$ 680,000

### Measurable Outcomes:

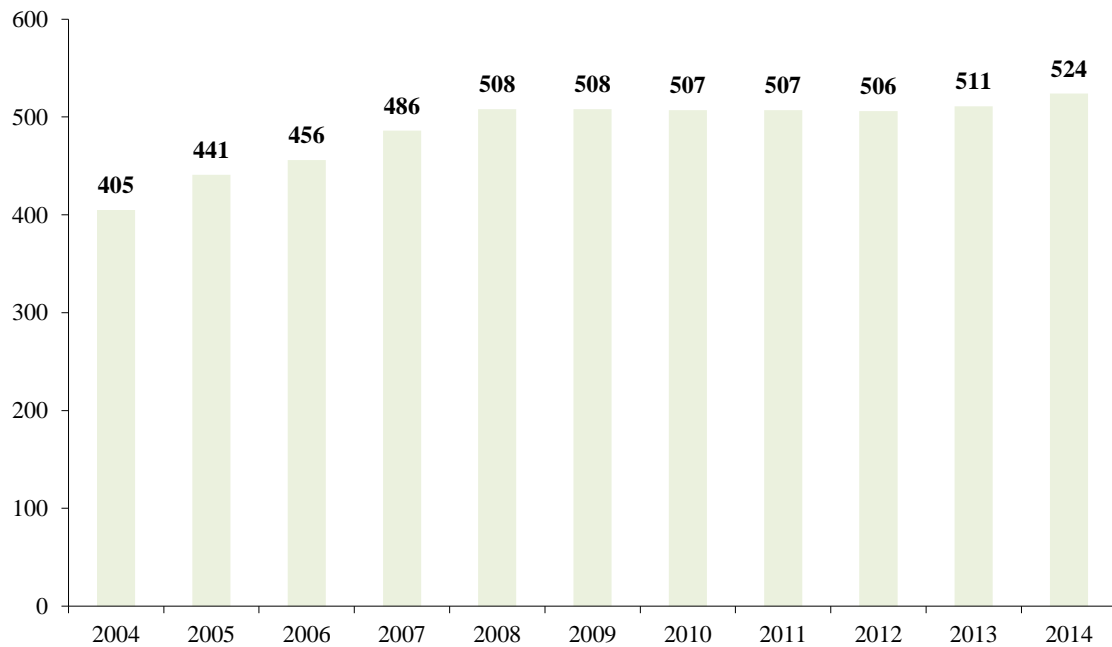
- Property damage claims have been reduced by 80% since 2009.
- Turnover has been reduced to fewer than 10% since 2008.
- Liability claims have dropped steadily since 2008.

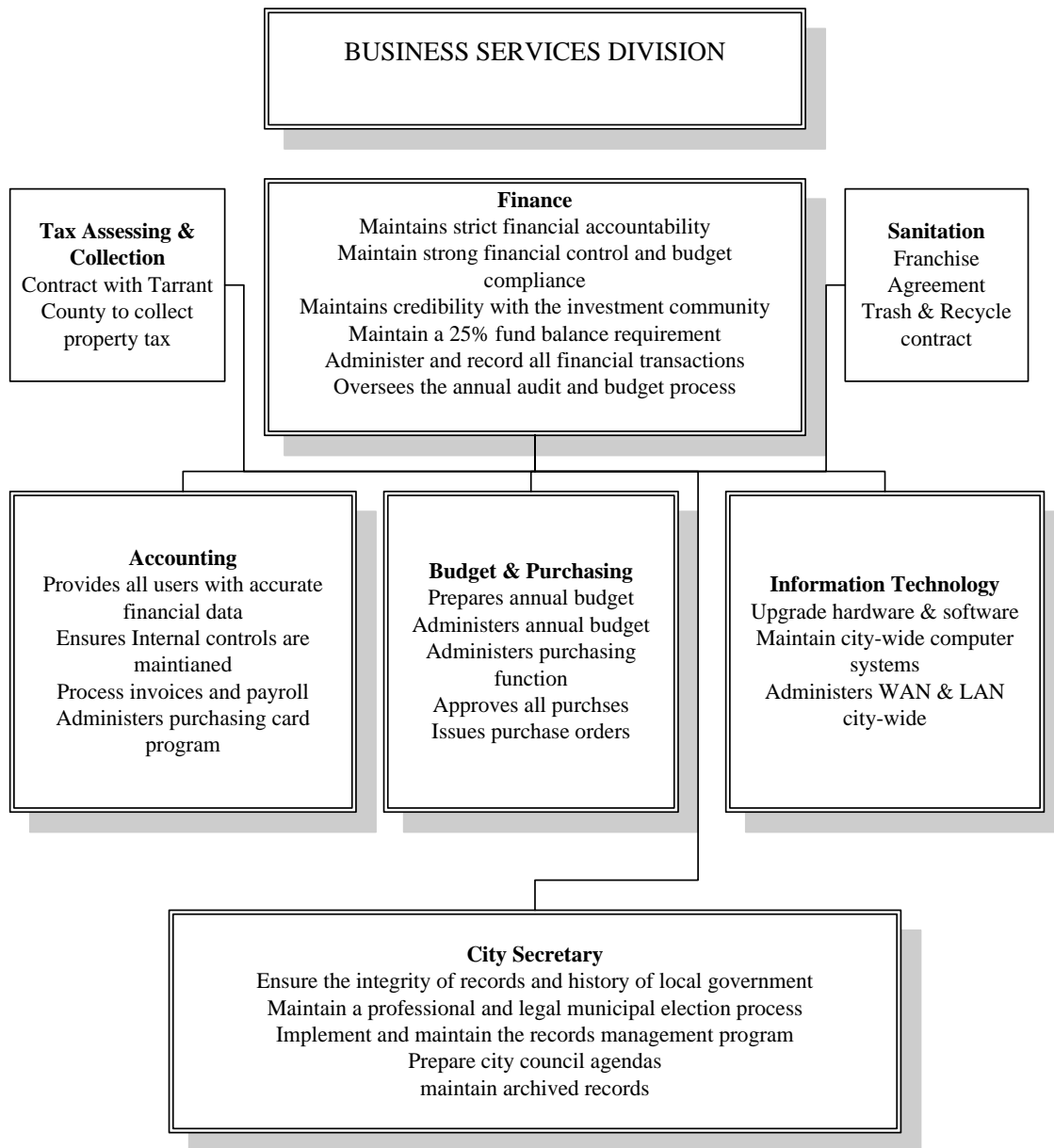
Human Resources	Actual	Budget	Budget	% Change
Summary	2011-2012	2012/2013	2013/2014	2013/2014
Personnel Services	\$ 517,767	\$ 585,163	\$ 601,991	2.88%
Operations	123,814	124,572	155,199	24.59%
Capital				
Projects				
Total	\$ 641,581	\$ 709,735	\$ 757,190	6.69%

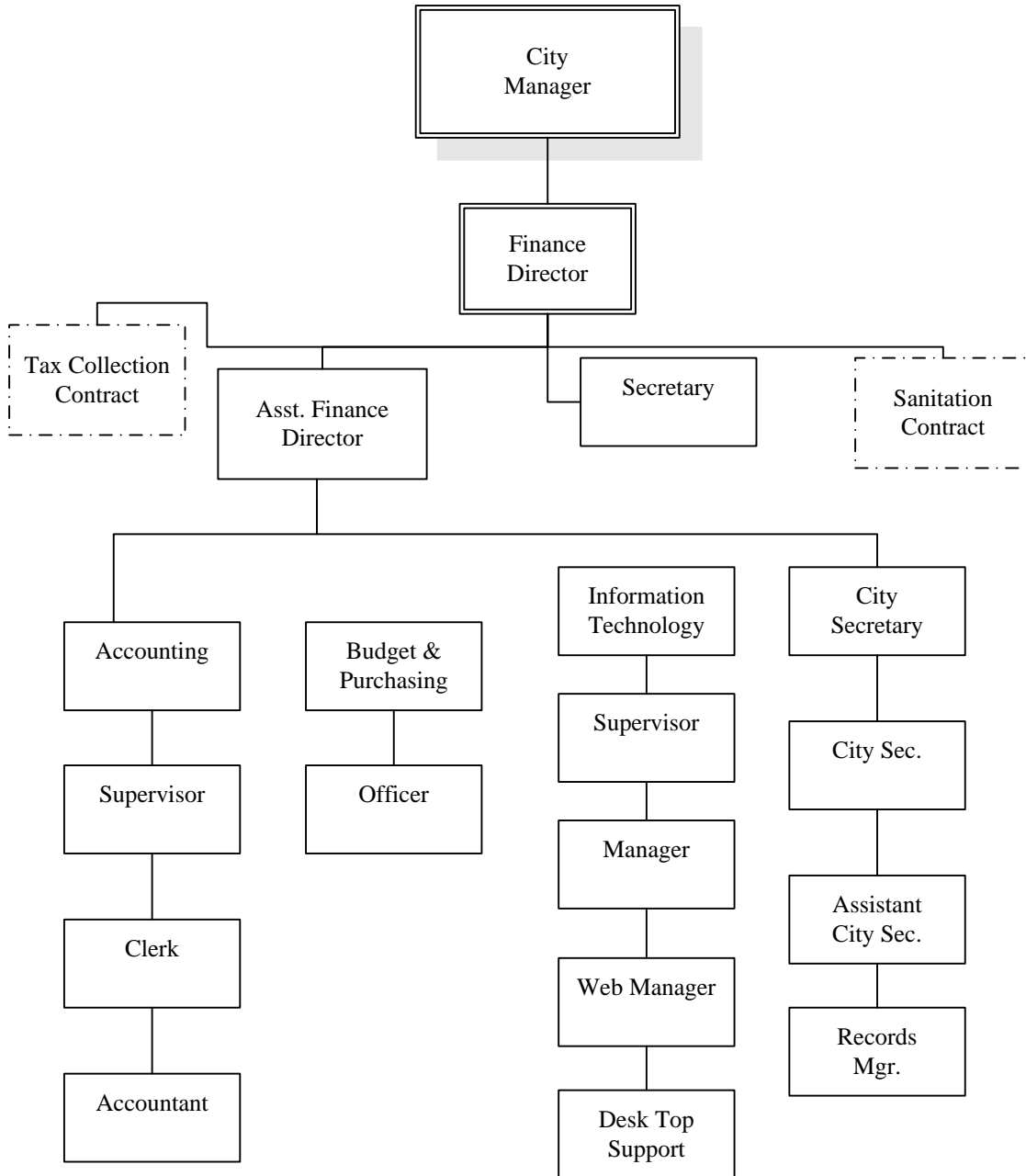


Full Time Equivalent Positions	2011-2012 Budget	2012-2013 Budget	2013-2014 Budget	2013-2014 Additions
Human Resource Director	1	1	1	
Assistant Human Resource Director	1	1	1	
Risk Analyst	1	1	1	
Administrative Assistant	1	1	1	
Secretary	1	1	1	
HR Specialist	1	1	1	
<b>Total</b>	<b>6</b>	<b>6</b>	<b>6</b>	

### Historical Staffing Levels







### At a Glance

#### Business Services Division Highlights

- ☐ The Division manages over \$153 Million Dollars in Budgets City-Wide
- ☐ The Division has received the GFOA Budget & CAFR Award annually.
- ☐ The City has received Bond Rating Upgrades in FY 2013-2014.

## DIVISION AT A GLANCE

### BUSINESS SERVICES DIVISION

#### Budget Summary

The total Business Services Division budget increased 8.42% in FY 2013-2014 due to the increased cost of sanitation services, a merit increase and audit services. No new positions have been added in FY 2013-2014.

Departments	Actual 2011-2012	Budget 2012/2013	Budget 2013/2014	% Change 2013/2014
Finance	\$ 362,643	\$ 453,742	\$ 471,640	3.94%
Accounting	297,351	404,321	435,361	7.68%
Purchasing	80,103	77,172	78,379	1.56%
Tax Assessment	247,365	333,234	308,800	-7.33%
Information Technology	656,415	696,254	705,463	1.32%
Sanitation	1,908,439	1,763,460	2,054,203	16.49%
Budget	74,136	81,316	83,733	2.97%
City Secretary	285,893	285,804	302,634	5.89%
<b>Total</b>	<b>\$ 3,912,344</b>	<b>\$ 4,095,302</b>	<b>\$ 4,440,214</b>	<b>8.42%</b>

Division Summary	Actual 2011-2012	Budget 2012/2013	Budget 2013/2014	% Change 2013/2014
Personnel Services	\$ 1,315,118	\$ 1,471,657	\$ 1,560,356	6.03%
Operations	2,597,226	2,623,645	2,879,858	9.77%
Capital Projects				
<b>Total</b>	<b>\$ 3,912,344</b>	<b>\$ 4,095,302</b>	<b>\$ 4,440,214</b>	<b>8.42%</b>

## **FINANCE DEPARTMENT**

### **MISSION STATEMENT:**

The mission of the Finance Department is to administer, support and guide the financial programs of the City in an effective manner that allows for creation and development of the annual service programs and budgets, monthly reports, annual reports and creditable bond ratings

### **Department at a Glance**

The Finance Department includes the Business Services Director, Assistant Business Services Director and Executive Secretary. The Finance Department budget increased 3.94% in FY 2013-2014 due to a 3% merit increase.

### **Key Goals and Objectives**

#### **Goal 1**

Maintain strict financial accountability.

Objectives:

- Administer the recording and reporting of all financial transactions.
- Work closely with auditors and oversee the annual audit process ensuring all financial statements and policies are a true and accurate picture of the city's finances.
- Maintain strict compliance with generally accepted accounting principles.

#### **Goal 2**

Maintain strong financial control and budget compliance.

Objectives:

- Review and report to the City Council and City Manager the status of financial activity on a monthly basis.

- Provide strict control over expenditures and all accounting transactions to ensure proper authorization prior to the encumbrance and/or purchase of goods and services.
- Maintain auditable records in accordance with generally accepted auditing standards.
- Implement new technology improvements to provide accurate and timely financial data.

#### **Goal 3**

Maintain financial credibility with the investment community necessary to ensure the availability of future capital spending.

Objectives:

- Maintain a 1.10 Bond Covenant that includes a 1.30 Utility Debt Coverage factor annually.
- Search for ways to improve the revenue position and reduce funding costs.
- Ensure open communication with all bond rating agencies and financial markets.

### Performance Objectives

- Enhance the bond rating of the city in all funds.
- Review and revise the city's rate structure as needed.
- Publish annual and semi-annual reports.
- Maintain strong financial management in all funds.

Finance	Actual 2010/2011	Actual 2011/2012	Budget 2012/2013	Budget 2013/2014
<b>Demand</b>				
Annual Audit	1	1	1	1
Financial Reports to City Council	12	12	12	12
Invoices Submitted for Payment	18,188	13,083	13,913	14,052
Checks Processed	11,220	13,083	13,913	14,052
Purchasing Cards Processed	105	125	125	135
<b>Workload</b>				
General Obligation Debt Managed (Millions \$)	145	183	184	234
Average Daily Investments	73M	100M	100M	100M
Operating Budgets Managed (Millions)	143M	121M	144M	153M
Tax Collections	\$ 31,166,902	\$ 31,433,134	\$ 32,062,362	\$ 33,662,255
<b>Productivity</b>				
Average cost per Citizen	\$ 6.26	\$ 6.31	\$ 7.79	\$ 7.96
Tax Collection Rate	100%	100%	100%	100%
GFOA CAFR Award	1	1	1	1
Departmental Budget Meetings	20	20	20	20
<b>Effectiveness</b>				
Bond Rating Upgrades	1			
Percent Savings of Bond Upgrades	2%	2%	2%	2%
Debt as a percentage of Total Taxes	35.66%	36.30%	36.46%	37.00%
Fund Balance-General Fund	\$ 7,982,940	\$ 9,032,718	\$ 9,837,550	\$ 10,571,460
Fund Balance Requirement of 25% Accomplished	97%	99%	108%	100%

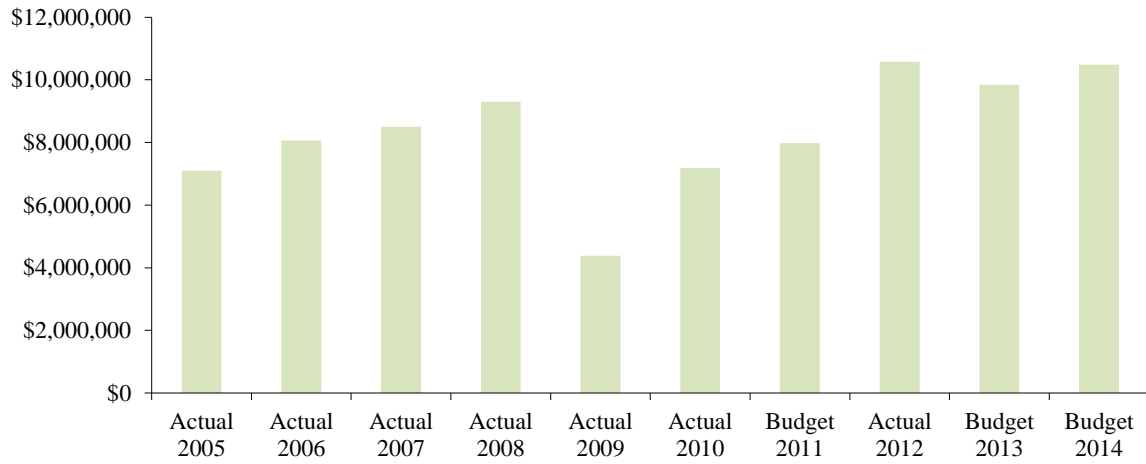
### Measurable Outcomes:

- Due to timing of debt issuance, debt ratios have remained constant.
- In 2013, the Finance Department expects to add \$800,000 to the General Fund unreserved fund balance.
- The city will maintain the existing bond ratings from all three major Bond Rating Agencies.

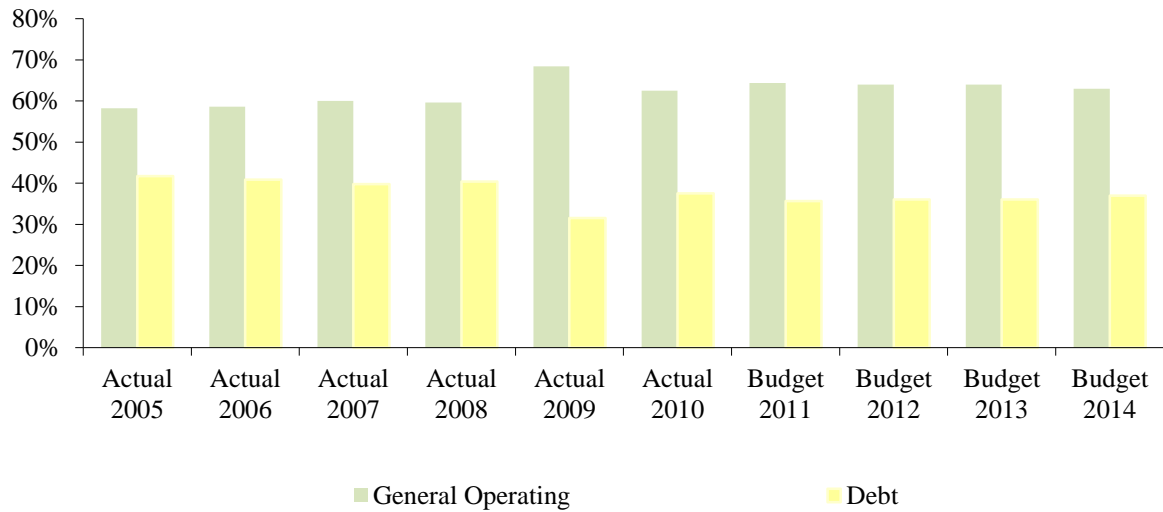
Finance	Actual	Budget	Budget	% Change
Summary	2011-2012	2012/2013	2013/2014	2013/2014
Personnel Services	\$ 322,333	\$ 401,520	\$ 420,052	4.62%
Operations	40,310	52,222	51,589	-1.21%
Capital Projects				
<b>Total</b>	<b>\$ 362,643</b>	<b>\$ 453,742</b>	<b>\$ 471,640</b>	<b>3.94%</b>

	2011-2012 Budget	2012-2013 Budget	2013-2014 Budget	2013-2014 Additions
Full Time Equivalent Positions				
Business Services Director	1	1	1	
Asst. Business Services Director	1	1	1	
Executive Secretary	1	1	1	
<b>Total</b>	<b>3</b>	<b>3</b>	<b>3</b>	

### Unreserved General Fund Balance



### Historical General Fund Summary



## ACCOUNTING DEPARTMENT

### MISSION STATEMENT:

The Accounting Department mission is to provide an accounting system for safeguarding the city's assets through the recording and reporting of financial transactions in a manner consistent with Generally Accepted Accounting Principles and legally mandated standards.

### Department at a Glance

The Accounting Department includes the Accounting Supervisor, Accounts Payable Clerk and a Staff Accountant. The accounting budget increased 7.68% in FY 2013-2014 from increases including a 3% salary adjustment and estimated auditing increases.

### Key Goals and Objectives

#### Goal 1

Provide all users with accurate financial data on a timely basis.

##### Objectives:

- Disburse reports to service departments within 5 business days after month end closing.
- Compile monthly financial reports to the Assistant Finance Director.
- Submit reports to regulatory agencies as requested.

#### Goal 2

Receive the award for the CAFR for outstanding financial reporting from the Government Finance Officers Association.

##### Objectives:

- Prepare the annual report in accordance with generally accepted accounting principles.

- Implement the latest accounting changes that provide accurate financial reports to both internal and external customers.
- Prepare all reports in a manner to ensure readability and create artistic appeal.
- Ensure all assets are accurately reflected in the annual CAFR.

#### Goal 3

Ensure all financial controls are sufficient.

##### Objectives:

- Safeguard assets against loss from unauthorized loss or dispositions.
- Ensure payments submitted and purchase card transactions are processed in accordance with financial policy.
- Ensure all invoices and payments are made in a timely manner to receive discounts whenever possible.



### Performance Objectives

- Pay all invoices submitted within 30 days.
- Process all purchase card transactions within 30 days.
- Ensure all payments are applied correctly to the appropriate accounts

Accounting	Actual 2010/2011	Actual 2011/2012	Budget 2012/2013	Budget 2013/2014
Demand				
Invoices submitted for payment	18,188	13,083	13,913	14,052
Checks processed for payment	9,107	12,948	11,653	11,770
Purchase Cards processed for payment	105	125	125	135
Invoices reviewed for payment	18,188	13,083	13,913	14,052
Workload				
Payments Disbursed (Millions)	127	121	144	153
Purchase Card processed	105	125	125	135
Payrolls processed	28	28	28	28
Journal entries processed	4,117	4,320	4,100	4,300
Productivity				
Avg. Cost per Citizen	\$ 5.15	\$ 5.23	\$ 6.95	\$ 7.35
Invoices processed	18,188	13,083	13,913	14,052
Purchase Cards processed	105	125	125	135
Financial Reports Compiled	14	14	14	14
Effectiveness				
Payments processed within 30 days	100%	100%	100%	100%
Purchase Cards processed within 30 days	100%	100%	100%	100%
Average Time for payment approval (days)	3	3	3	3

### Measurable Outcomes:

- All payments are processed within 30 days.
- Purchase cards have been issued to reduce the amount of invoice processing and reducing processing costs.

Accounting Summary	Actual 2011-2012	Budget 2012/2013	Budget 2013/2014	% Change 2013/2014
Personnel Services	\$ 160,775	\$ 238,686	\$ 252,409	5.75%
Operations	136,576	165,635	182,952	10.45%
Capital Projects				
Total	\$ 297,351	\$ 404,321	\$ 435,361	7.68%

	2011-2012 Budget	2012-2013 Budget	2013-2014 Budget	2013-2014 Additions
Full Time Equivilent Positions				
Accounting Supervisor	1	1	1	
Accountant	1	1	1	
Accounts Payable Clerk	1	1	1	
Total	3	3	3	

## PURCHASING DEPARTMENT

### MISSION STATEMENT:

The Purchasing Department mission is to provide a cost effective platform that enables the City's departments to purchase the needed goods and services necessary for the operations of the departmental programs of the City to meet the needs of the citizens of the City of Mansfield, Texas.

### Department at a Glance

The Purchasing Department has relegated the ordinary purchasing activity of the department to the City's individual departments. Staffing of the Purchasing Department is equally allocated between the Budget Department and the Purchasing department. The Purchasing Department budget increased less than 2%.

### Key Goals and Objectives

#### Goal 1

Continue to develop a centralized purchasing program that is cost effective and provides end users with the "best value".

##### Objectives:

- Provide bulk buying opportunities whenever possible.
- Utilize cooperative purchasing agreements to reduce costs and provide timely purchases of goods and services.
- Educate and provide service departments with "E-Commerce" opportunities utilizing web based buying and disposition of retired assets.
- Develop specifications that may be used by multiple departments.

#### Goal 2

Utilize the latest technology to enhance the purchasing process.

##### Objectives:

- Continue to utilize "on-line" purchasing opportunities to procure goods and services.
- Utilize vendor web sites to provide direct access to all goods and services and reduce procurement costs.
- Utilize web based bid tabulation opportunities and HUB vendor notifications.
- Dispose of retired city assets utilizing on line auctions.

#### Goal 3

Ensure compliance with the City's purchasing policies.

##### Objectives:

- Ensure all legislative changes are incorporated into the city purchasing policy.
- Ensure purchase order thresholds and requirements are met by all departments.
- Educate and train all departments in the purchasing process to ensure compliance with all local, state and federal law.

### Performance Objectives

- Utilize technology to enhance the purchasing function.
- Ensure compliance with the purchasing policy.
- Ensure timely issuance of purchase orders.
- Provide service departments with “E-Commerce” opportunities.

Purchasing	Actual 2010/2011	Actual 2011/2012	Budget 2012/2013	Budget 2013/2014
Demand				
Request for Purchase Orders	794	815	1,391	1,405
Payment Authorizations Submitted	18,188	18,734	19,296	19,489
Vendor Applications Reviewed	195	210	210	212
"On-Line" Auctions	12	12	12	12
Workload				
Purchase Orders Issued	794	1,293	1,391	1,405
Payment Authorizations approved	18,188	18,734	19,296	19,489
Specification Development (hours)	48	48	48	60
Vendors Approved	265	269	282	275
Productivity				
Average Cost per citizen	\$ 1.15	\$ 1.39	\$ 1.33	\$ 1.32
Dollar Value of Purchase orders	\$ 19,158,868	\$ 41,590,963	\$ 46,770,162	\$ 47,237,864
City-Wide Specifications Developed	6	6	6	6
Effectiveness				
Cooperative Purchasing Agreements	8	8	8	8
Purchase Orders issued within 5 days	100%	100%	100%	100%
Vendors approved within 5 days	100%	100%	100%	100%
Proceeds from auctioned property	\$ 51,487	\$ 88,435	\$ 2,120	\$ 2,121

### Measurable Outcomes:

- All payments are processed within 30 days.
- All purchase orders are issued within 5 days.
- On Line auctions have resulted in additional net proceeds from the sale of obsolete equipment and reduced expenses related to live auctions.

Purchasing	Actual	Budget	Budget	% Change
Summary	2011-2012	2012/2013	2013/2014	2013/2014
Personnel Services	\$ 73,452	\$ 68,130	\$ 71,350	4.73%
Operations	6,651	9,042	7,029	-22.26%
Capital Projects				
Total	\$ 80,103	\$ 77,172	\$ 78,379	1.56%

	2011-2012 Budget	2012-2013 Budget	2013-2014 Budget	2013-2014 Additions
Full Time Equivalent Positions				
Budget & Purchasing Director*	0.5	0.5	0.5	
Total	0.5	0.5	0.5	

\*Split with the Budget Department.

## BUDGET DEPARTMENT

### MISSION STATEMENT:

The Budget Department mission is to develop, coordinate and monitor the city's budget program for each department, budget amendments and keep management informed of budgeted revenue and expenditure patterns throughout the budget year.

### Department at a Glance

The Budget Department salary and benefits cost are split with the purchasing department. Overall, the budget department increased 2.97% due to a 2% salary adjustment.

### Key Goals and Objectives

#### Goal 1

Maintain the integrity of the adopted budget in all funds.

##### Objectives:

- Approve only budgeted expenditures unless otherwise authorized by City Council or management.
- Provide real time line item expenditures to all service departments for review.
- Monitor revised appropriations to ensure the availability of funds and legal compliance.

#### Goal 2

Prepare the city's budget based on City Council and City Manager prioritization of new and existing programs utilizing available resources.

##### Objectives:

- Ensure City Council and City Managers priorities are addressed in the budget.

- Incorporate policy and performance objectives into the operating budgets of all service departments.
- Require detailed justification for any new program that may require additional funding.
- .

#### Goal 3

Continue to receive the GFOA Outstanding Budget Presentation Award.

##### Objectives:

- Prepare the budget document incorporating revenues, expenditures, performance measures and statistical analysis to present a balanced budget.
- Create a budget document that is easy to read, appealing to the reader and contains all information related to the City's Annual Service Plan.
- Provide access to the budget document in a PDF format and on the City of Mansfield website

### Performance Objectives

- Obtain the Outstanding Budget Award Presentation.
- Enhance the budget document using charts, graphs and tables.
- Ensure actual expenditures do not exceed budgeted expenditures.

Budget	Actual 2010/2011	Actual 2011/2012	Budget 2012/2013	Budget 2013/2014
<b>Demand</b>				
Departmental Budget Meetings	15	15	15	15
Scheduled Budget Workshops	2	2	2	2
Financial Reports Submitted	12	12	12	12
Line Item Supply Cost List	377	383	422	420
<b>Workload</b>				
GFOA Award Submission	1	1	1	1
Long Term Financial Plan Meetings	1	2	2	2
Operating Budgets Managed (Millions)	143M	121M	144M	153M
<b>Productivity</b>				
Average Cost per citizen	\$ 1.38	\$ 1.24	\$ 1.40	\$ 1.41
Percent of Actual vs. Budget Expenditures	100%	100%	100%	100%
Reproduction Savings	\$ 32,560	\$ 27,363	\$ 42,500	\$ 25,000
<b>Effectiveness</b>				
Distinguished Budget Award	1	1	1	1
Outstanding Budget Award				
Actual vs. Budget Expenditures	100%	100%	100%	100%
Percent of Actual vs. Budget Expenditures	98%	100%	100%	100%

### Measurable Outcomes:

- Expenditures historically have not exceeded budget amounts.
- Long Term planning has become an integral part of the budget process.
- Budget projections are quantifiable and utilize historical patterns to develop multi-year trends.

Budget Summary	Actual 2011-2012	Budget 2012/2013	Budget 2013/2014	% Change 2013/2014
Personnel Services	\$ 66,014	\$ 68,130	\$ 71,583	5.07%
Operations	8,122	13,186	12,150	-7.86%
Capital Projects				
<b>Total</b>	<b>\$ 74,136</b>	<b>\$ 81,316</b>	<b>\$ 83,733</b>	<b>2.97%</b>

	2011-2012 Budget	2012-2013 Budget	2013-2014 Budget	2013-2014 Additions
Full Time Equivalent Positions				
Budget & Purchasing Director*	0.5	0.5	0.5	
<b>Total</b>	<b>0.5</b>	<b>0.5</b>	<b>0.5</b>	

\*Split with the Purchasing Department.

## INFORMATION TECHNOLOGY DEPARTMENT

### MISSION STATEMENT:

The Information Technology Department's mission is to provide support, maintain and seek to improve a high quality, cost effective local and wide area network (LAN/WAN) that meets current and future requirements for staff and the citizens of the City of Mansfield.

### Department at a Glance

The Information Technology Department budget increased 1.32% due to a 3% salary adjustment. The Information Technology Department includes the IT Director, Assistant Director, Web Master and Network Administrator.

### Key Goals and Objectives

#### Goal 1

Increase efficiency and storage in an aging server environment.

##### Objectives:

- Purchase SAN (Storage Area Network).
- Consolidate server environment utilizing virtualization.
- Upgrade voice over IP (VOIP) servers at the Public Safety Building and bring the rest of the city on the same system.

#### Goal 2

Update Wireless LAN to 802.11n technology.

##### Objectives:

- Purchase new 802.11N Wireless Access Points (AP's).
- Update RADIUS server used for authentication.
- Move to controller based AP's from Stand-Alone units.

#### Goal 3

Update LAN/WAN on the edge.

##### Objectives:

- Purchase new switches for locations that need upgrading.
- Standardize to all same vendor.
- Move remaining 100MB connections to 1GB connections.

### Performance Objectives

- Increase efficiency and storage in an aging server environment.
- Update Wireless LAN to 802.11n technology.
- Update LAN/WAN on the Edge.

Information Technology	Actual 2010/2011	Actual 2011/2012	Budget 2012/2013	Budget 2013/2014
Demand				
Department troubleshooting Requests	4,800	4,700	5,200	5,201
Computer's Monitored	400+	400+	400+	400+
Software applications	10	10	13	13
Workload				
Average IT Jobs Daily	22	20	20	20
E-Mail Accounts Maintained	450+	300+	355+	360+
Public Safety Mobile Data Terminals	60	60	75	78
Computer's Monitored	400+	400+	400+	400+
Productivity				
Linear Feet of LAN & WAN	206,000	206,000	206,000	206,000
Communication Devices Maintained	900	900	1000+	1026+
Software applications	10	10	13	13
Effectiveness				
Average cost per citizen	\$ 10.71	\$ 11.42	\$ 11.96	\$ 11.91
Service Requests answered within 2 hours	100%	100%	100%	100%
Downtime of city network	Less than 1%	Less than 1%	Less than 1%	Less than 1%

### Measurable Outcomes:

- Increase efficiency and storage in an aging server environment.
- Update Wireless LAN to 802.11n technology.
- Update LAN/WAN on the Edge.

IT Summary	Actual 2011-2012	Budget 2012/2013	Budget 2013/2014	% Change 2013/2014
Personnel Services	\$ 443,142	\$ 443,442	\$ 480,336	8.32%
Operations	213,273	252,812	225,127	-10.95%
Capital Projects				
Total	\$ 656,415	\$ 696,254	\$ 705,463	1.32%

	2011-2012 Budget	2012-2013 Budget	2013-2014 Budget	2013-2014 Additions
Full Time Equivalent Positions				
IT Director	1	1	1	
IT Manager	1	1	1	
City Web Master	1	1	1	
Desk Top Support Specialist	1	1	1	
Total	4	4	4	

## SANITATION DEPARTMENT

### MISSION STATEMENT:

The Sanitation Department mission is to provide the citizens of Mansfield, Texas a cost effective, resource conscious, waste disposal process that removes refuse and recyclable materials of residents and businesses within the City of Mansfield, Texas.

### Department at a Glance

The City of Mansfield, Texas has individually contracted with its Sanitation Services Company to perform the collection of refuse and recyclable materials on behalf of the City of Mansfield, Texas. The relationship between the City of Mansfield, Texas and the company administered through the Finance Department and the City Administration department. The Sanitation budget increased 16.49% due to increased collections and additional revenues derived from the current sanitation contract.

### Key Goals and Objectives

#### Goal 1

Increase residential and commercial participation in the recycling program.

##### Objectives:

- Educate and inform the citizens as to the value of recycling.
- Research and find ways to make recycling easier and fun for citizens.
- Convey to participants the necessity to recycle and extend the life of local landfills.
- Utilize the recycling cart program to fit the individual needs of the citizens.

#### Goal 2

Work with the contractor to increase public satisfaction.

##### Objectives:

- Increase communication by resolving complaints immediately.

- Require the contractor to use the latest technology and equipment to service the citizens.
- Require the contractor to project a professional image by using up to date equipment and a professional workforce.

#### Goal 3

Provide the “Best Value” to the citizens.

##### Objectives:

- Work with the disposal contractor to ensure residential and commercial customers receive the best service available by requiring a regular schedule city wide.
- Establish minimum service levels to ensure customer satisfaction.
- Monitor service levels and rates structure within the marketplace as compared to the City’s services and fees.
- Adherence to minimum service levels to ensure customer satisfaction.



### Performance Objectives

- Increase the use of recycling by citizens and commercial accounts.
- Reduce service complaints.

Sanitation	Actual 2010/2011	Actual 2011/2012	Budget 2012/2013	Budget 2013/2014
Demand				
Waste Disposal Accounts (residential)	16,728	16,933	17,335	17,682
Wasted Disposal Accounts (commercial)	955	991	1,026	1,047
Workload				
Annual Waste Disposal Pick-Ups	200,736	203,196	220,332	222,535
Waste Disposal Area (sq. miles)	36.64	36.64	36.64	36.64
Productivity				
Avg. Residential Pick-Up per Week	2	2	2	2
Percent of Disposal Pick-Ups Weekly	99.6%	99.6%	99.6%	99.6%
Effectiveness				
Average cost per citizen	\$ 30.72	\$ 33.19	\$ 30.29	\$ 34.68
Complaints resolved within 24 hours	100%	100%	100%	100%

### Measurable Outcomes:

- Customer complaints are resolved within 24 hours of receipt.
- Recycling has increased due to public education and the availability of recycling bins at city hall.

Sanitation	Actual	Budget	Budget	% Change
Summary	2011-2012	2012/2013	2013/2014	2013/2014
Personnel Services				
Operations	\$ 1,908,439	\$ 1,763,460	\$ 2,054,203	16.49%
Capital				
Projects				
Total	\$ 1,908,439	\$ 1,763,460	\$ 2,054,203	16.49%

## TAX ASSESSING AND COLLECTION DEPARTMENT

### MISSION STATEMENT:

The Tax Assessing and Collection department mission is to provide cost effective service in the collection of current property tax collection, delinquent property tax accounts and provide accurate accounting of the property tax collections for the City of Mansfield.

### Department at a Glance

The Tax Assessing and Collection function is performed by a contract with the Tarrant County Tax Assessor-Collector. The department has no staffing and operating costs are contractual costs for the service provided by the County Tax Assessor. A decrease of -7.33% is budgeted in FY 2013-2014 due to the estimated reduced cost of tax collections.

### Key Goals and Objectives

#### Goal 1

Provide a cost effective and efficient service to the citizens.

Objectives:

#### Performance Objectives

- Ensure the efficient collection of all property taxes.

- Contract with Tarrant County for the collection of all taxes.
- Record and report monthly tax collections to the Business Services Division.

Tax Assessment	Actual 2010/2011	Actual 2011/2012	Budget 2012/2013	Budget 2013/2014
Demand				
Taxable Valuation (millions)	\$ 4,100	\$ 4,415	\$ 4,512	\$ 4,690
Statements Mailed	21,224	21,624	22,024	23,729
Workload				
Taxable Accounts	21,224	21,624	22,024	23,729
Current Collections	\$ 31,166,902	\$ 31,433,134	\$ 32,062,362	\$ 33,662,255
Productivity				
Statements Mailed	21,224	21,624	22,024	23,729
Effectiveness				
Average cost per citizen	\$ 5.51	\$ 4.30	\$ 5.72	\$ 5.21
Collection rate	100%	100%	100%	100%

### Measurable Outcomes:

- Collect 100% of all current and delinquent property taxes.

Tax Assessment Summary	Actual 2011-2012	Budget 2012/2013	Budget 2013/2014	% Change 2013/2014
Personnel Services				
Operations	\$ 247,365	\$ 333,234	\$ 308,800	-7.33%
Capital Projects				
Total	\$ 247,365	\$ 333,234	\$ 308,800	-7.33%

## **CITY SECRETARY DEPARTMENT**

### **MISSION STATEMENT:**

The City Secretary's Department mission is to provide maintenance and custodianship of City Council minutes, all legal documents, records management, conduct elections, develop City Council packets, attend and record the minutes of each meeting and serve City Council on various secretarial duties, notifications and arrangements.

### **Department at a Glance**

The City Secretary's Department budget increased 5.89% in FY 2013-2014 due to a 3% salary adjustment, increased cost of maintaining off site records storage.

### **Key Goals and Objectives**

#### **Goal 1**

Ensure the integrity of records and historical information of the City of Mansfield.

##### **Objectives:**

- Continue development of a comprehensive system of protecting archival records to assure preservation of the city's legislative history.
- Maintain a records management filing system that will efficiently preserve and allow expedient retrieval of information.

#### **Goal 2**

Maintain a professional, legal and ethical municipal election process.

##### **Objectives:**

- Reduce the cost of holding elections with no reduction in the efficiency with which they are conducted.

### **Performance Objectives**

- Ensure the integrity of the legal documents of the City.
- Continue to enroll ordinances and resolutions as mandated by city council.
- Ensure the integrity of the election process.

- Continue to improve the candidate information booklet in order to assist candidates in meeting mandated responsibilities and requirements.
- Continue to attend election training seminars and provide education to the Mansfield election judges and clerks.

#### **Goal 3**

Continue to develop an effective Records Management Program.

##### **Objectives:**

- Establish a storage and document destruction system by utilizing web based access and retrieval system to provide real time access.
- Continue to provide off -site storage to reduce in house storage and destruction costs.

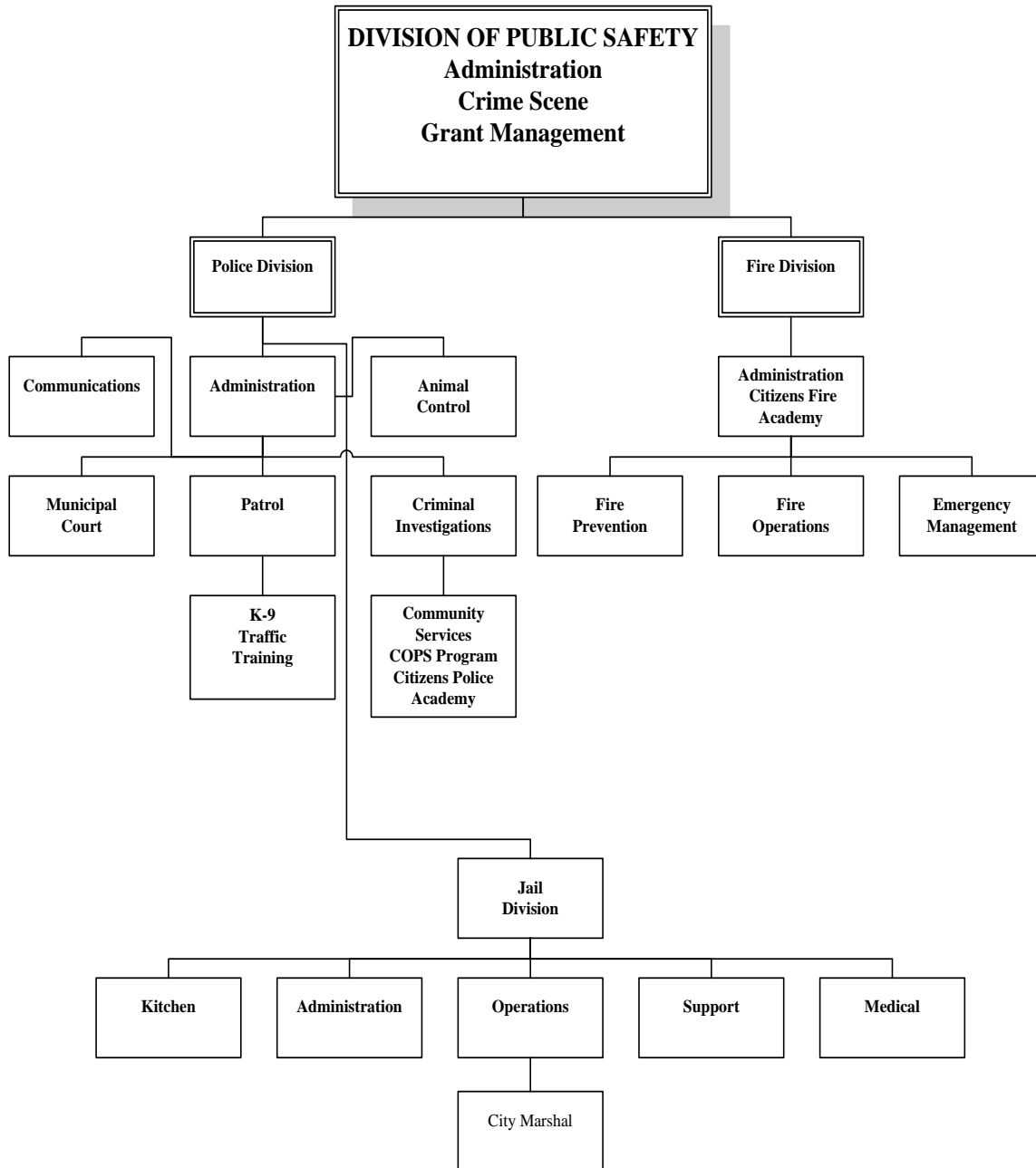
City Secretary	Actual 2010/2011	Actual 2011/2012	Budget 2012/2013	Budget 2013/2014
<b>Demand</b>				
Elections	1	3	0	1
Open Records Request	242	238	228	245
Meetings	34	27	31	35
Ordinance & Resolution Mandates	127	144	137	180
<b>Workload</b>				
Open record Request-Staff Hours	94	24	6	30
Meeting Hours required	94	73	99	130
Ordinances enrolled	33	25	41	55
Resolutions enrolled	94	119	96	125
<b>Productivity</b>				
Storage & filing System Implemented				
Meeting minutes recorded	34	27	31	35
Elections supervised	1	3	0	1
<b>Effectiveness</b>				
Average cost per citizen	\$ 4.66	\$ 4.93	\$ 4.89	\$ 5.11
Open Records Responses-10 days or less	100%	100%	100%	100%
Accuracy of meetings	100%	100%	100%	100%

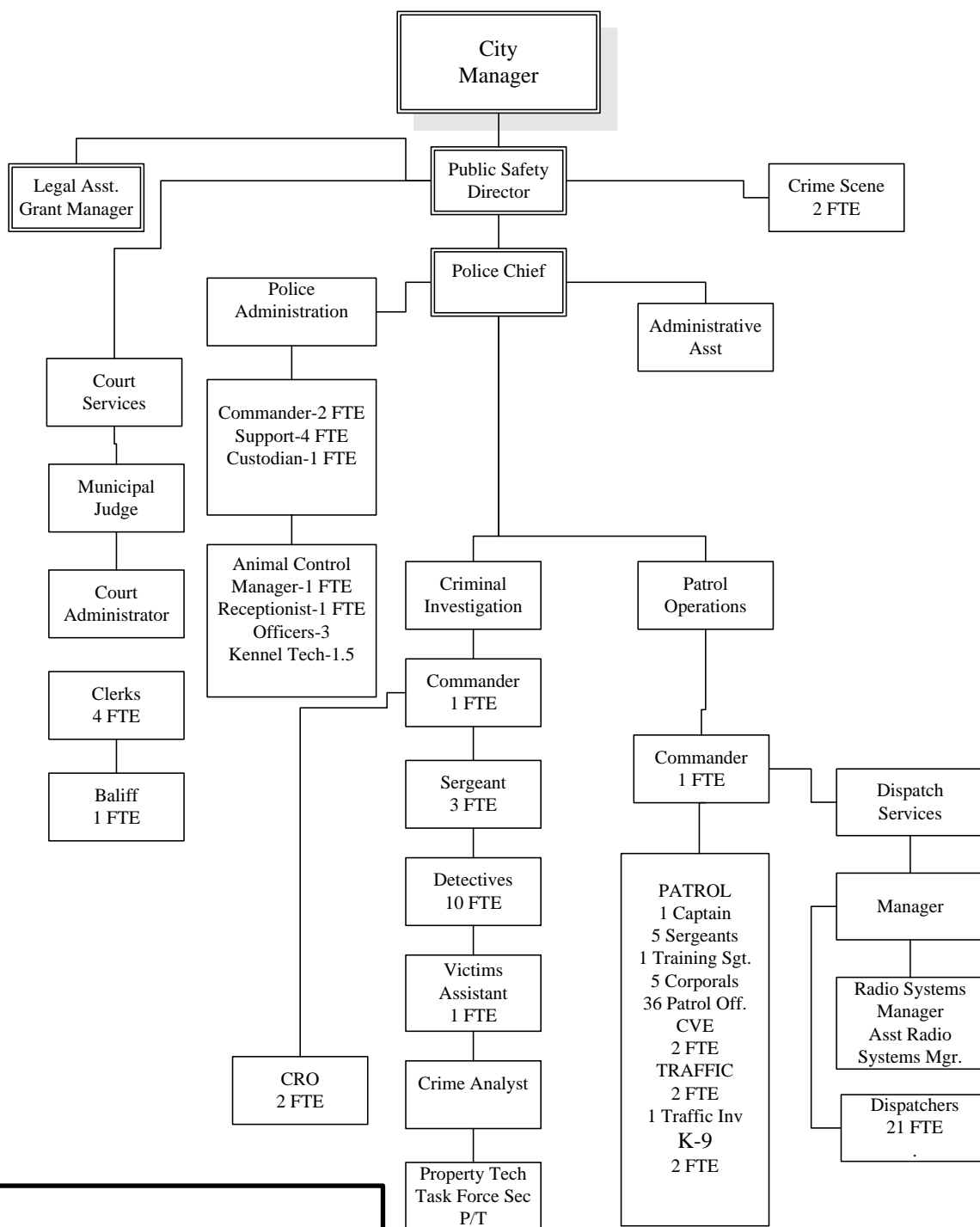
**Measurable Outcomes:**

- Open records requests are processed within 10 working days of submission.
- By contracting with Tarrant County for elections, the City of Mansfield reduces the costs of processing, securing and renting election software and hardware and provides the citizens with several election sites.

City Secretary	Actual	Budget	Budget	% Change
Summary	2011-2012	2012/2013	2013/2014	2013/2014
Personnel Services	\$ 249,403	\$ 251,750	\$ 264,626	5.11%
Operations	36,490	34,054	38,008	11.61%
Capital Projects				
<b>Total</b>	<b>\$ 285,893</b>	<b>\$ 285,804</b>	<b>\$ 302,634</b>	<b>5.89%</b>

	2011-2012 Budget	2012-2013 Budget	2013-2014 Budget	2013-2014 Additions
Full Time Equivalent Positions				
City Secretary	1	1	1	
Assistant City Secretary	1	1	1	
Records Manager	1	1	1	
<b>Total</b>	<b>3</b>	<b>3</b>	<b>3</b>	





At a Glance  
Police Division Highlights  
Calls for Service are projected to  
be 70,348 in FY 2013-2014

## Do You Know?

The Mansfield Police Department was ranked the 18<sup>th</sup> safest city in Texas for cities over 20,000 in population.



The Mansfield Fire Department has maintains an ISO rating of 2.



## DIVISION AT A GLANCE

### PUBLIC SAFETY DIVISION

#### Budget Summary

The Public Safety Division budget increased by \$1,698,803 or 7.56%. The increase is due to the addition of five (5) additional dispatch positions, a 3% merit increase, increased annual maintenance and lease costs for the new radio system, additional repair and supply costs and expansion of the communications center, animal control and construction of the new tactical training center. *The Jail Division budget is found in the Enterprise Fund section of the budget document.*

Departments	Actual 2011-2012	Budget 2012/2013	Budget 2013/2014	% Change 2013/2014
Public Safety Administration	\$ 537,525	\$ 543,751	\$ 577,101	6.13%
Police Administration	1,222,758	1,324,071	1,425,729	7.68%
Communications	1,410,730	1,486,102	1,939,426	30.50%
Patrol Operations	5,689,349	5,364,953	5,534,355	3.16%
CID	2,104,244	1,931,552	2,232,428	15.58%
Animal Control	448,839	452,202	493,819	9.20%
Commercial Vehicle Enforcement	240,648	242,290	254,648	5.10%
Traffic	41,376	391,655	392,493	0.21%
Special Services	23,318	211,206	225,993	7.00%
Community Resource	225,138	233,975	250,965	7.26%
Municipal Court	559,150	561,728	596,688	6.22%
Training			87,666	100.00%
Fire Administration	743,084	751,298	957,636	27.46%
Fire Prevention	607,055	626,018	649,664	3.78%
Emergency Management	30,090	31,599	33,946	7.43%
Fire Operations	7,751,121	8,332,938	8,531,583	2.38%
Total	\$ 21,634,424	\$ 22,485,337	\$ 24,184,140	7.56%

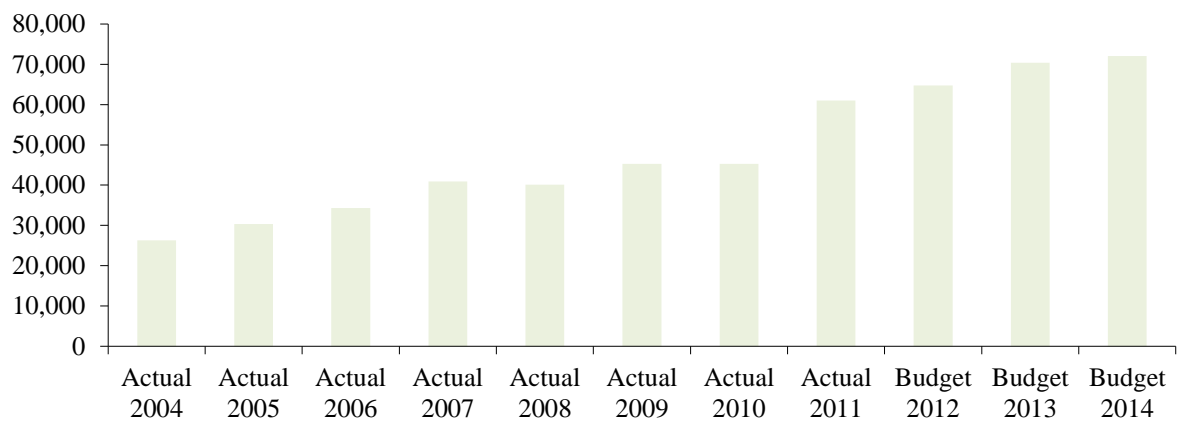
Division Summary	Actual 2011-2012	Budget 2012/2013	Budget 2013/2014	% Change 2013/2014
Personnel Services	\$ 18,727,609	\$ 19,645,527	\$ 20,712,568	5.43%
Operations	2,706,356	2,839,810	3,471,572	22.25%
Capital Projects	- 200,460			
Total	\$ 21,634,424	\$ 22,485,337	\$ 24,184,140	7.56%





The Public Safety Division encompasses all aspects of emergency services and technical support for the police, fire and jail divisions within the City of Mansfield.

### Calls for Service



Public Safety Division	2011-2012	2012-2013	2013-2014	2013-2014
Full Time Equivalent Positions	Budget	Budget	Budget	Additions
Director of Public Safety	1	1	1	
Legal Assistant/Grant Manager	1	1	1	
Crime Scene Director	1	1	1	
Crime Scene Technician	1	1	1	
Police Chief	1	1	1	
Commander	2	2	2	
Administrative Assistant	1	1	1	
Property Technician	1	1	1	
Custodian	0	1	1	
Administrative Support	4.5	4.5	4.5	
Communications Supervisor	1	1	1	
Radio Systems Manager	1	1	1	
Assistant Technical Services Mgr.	1	1	1	
Dispatchers	16	16	21	5
Patrol Commander	1	1	1	
Patrol Captain	1	1	1	
Patrol Sergeant	5	5	5	
Training Sergeant	1	1	1	
Patrol Corporals	4	5	5	
Motor Officers	2	2	2	
K-9 Officers	1	2	2	
Patrol Officers	34	36	36	
Commercial Vehicle Enforcement	2	2	2	
Traffic Investigator	1	1	1	
CID Commander	1	1	1	
CID Sergeant	3	3	3	
Detectives	9	9	9	
Detective-Polygraph	1	1	1	
Crime Analyst	1	1	1	
Victims Assistance Coordinator	1	1	1	
Community Resource Officers	2	2	2	
Municipal Judge	1	1	1	
Court Administrator	1	1	1	
Deputy Court Clerk	3	4	4	
Baliff	1	1	1	
Fire Chief	1	1	1	
Assistant Fire Chief	2	2	2	
Fire Marshal/Assistant Fire Chief	1	1	1	
Fire Inspector	5	4	4	
Fire Services Director	1	1	1	
Secretary	1	1	1	
Battalion Chief	4	4	4	
Captains	6	7	7	
Lieutenants	8	7	7	
Apparatus Operator	12	12	12	
Firefighter	42	43	43	
Animal Control Supervisor	1	1	1	
Animal Control Officers	3	3	3	
Receptionist	1	1	1	
Kennel Technician	1.5	1.5	1.5	
<b>Total</b>	<b>198</b>	<b>204</b>	<b>209</b>	<b>5</b>

## **PUBLIC SAFETY ADMINISTRATION AND GRANT MANAGEMENT**

### **MISSION STATEMENT:**

Our mission is to provide the highest level of service, in partnership with the community, to foster a safe atmosphere promoting the highest quality of life for all people.

### **Department at a Glance**

The Public Safety Administration Department includes the Public Safety Director, Legal Assistant/Grant Manager, Crime Scene Director and Crime Scene Technician. The Public Safety Administration department budget increased 6.13%% due to a 3% merit adjustment and additional fuel costs.

### **Key Goals and Objectives**

#### **Goal 1**

Provide effective and efficient public safety services to the citizens of Mansfield.

##### **Objectives:**

- Ensure the staffing and equipment needs of the Public Safety Divisions are met to provide cost effective service to the citizens.
- Ensure the policy and procedures of the public safety divisions are being adhered to.
- Maintain open lines of communication with all public safety personnel.

#### **Goal 2**

Maintain open lines of communication with all public safety employees, citizens and city departments.

##### **Objectives:**

- Respond to all citizen and employee inquiries in a timely manner.
- Provide legal opinions relating to litigation matters for public safety departments.

- Attend command staff meetings to provide input and answer questions as deemed necessary.

#### **Goal 3**

Protect the workforce from line-of-duty hazards.

##### **Objectives:**

- Replace safety related equipment and vehicles on a timely basis.
- Ensure adequate and consistent training is conducted and safety procedures observed.
- Ensure command staff receives up-to-date training regarding employee relation matters.

#### **Goal 4**

Enhance evidence recovery during crime scene investigations.

##### **Objectives:**

- Increase number of cases utilizing alternative light source by 20%
- Utilize two new fingerprint development methods.
- Increase number of trace evidence cases by 10%.

**Goal 5**

Increase expertise of crime scene technician through training.

**Objectives**

- Provide 40-hours of outsourced crime scene training.
- Require 20 hours of independent research.
- Provide one 8-hour crime scene training day per quarter.

**Goal 6**

Provide photographic training to police officers in the patrol department.

**Objectives**

- Provide 4-hours of crime scene photography training to patrol officers.
- Increase the number of cases with photographs by 10%.
- Increase the number of photographs per case by 20%.

**Grant Management****Goal 7**

Increase number of grant applications for the Public Safety Divisions by 20%.

**Objectives:**

- Research and apply for all local, state and federal grant opportunities.
- Manage all local state and federal grants currently awarded.
- Liaison with local, state and federal agencies to enhance department abilities.

- Review project records for each grant to ensure requirements of each grant are met.
- Maintain accounting records for each grant project.

**Goal 8**

Maintain passing rate of 100% on all grant audit reviews.

**Objectives:**

- Train project managers to ensure compliance of grant requirements.

**Goal 9**

Enhance the role of the grant project managers by 50%.

**Objectives:**

- Provide project managers with grant requirements to ensure accurate record keeping of each project maintained.
- Provide project managers with a minimum of 2-hours of training to enhance grant project management capabilities.
- Assist project managers in maintaining duplicate copies of grant records for each project for audit and reporting purposes.

### Performance Objectives

- Provide effective and efficient public safety services to the citizens of Mansfield
- Provide effective and efficient grant procurement and management procedures.
- Maintain open lines of communication with public safety employees, citizens, and departments

Public Safety	Actual	Actual	Budget	Budget
Administration	2010/2011	2011/2012	2012/2013	2013/2014
Demand				
Population Increase	0.86%	1.00%	1.00%	1.01%
Calls for Service	61,001	62,241	70,348	73,801
Service Area (miles)	36.64	36.64	36.64	36.64
Workload				
Division Staffing	4	4	4	4
Grants Applications	19	14	18	18
Grants Received	5	5	6	10
Grants-Dollar Value	\$397,137	\$237,595	\$179,567	\$300,352
Grants-City Required Funding	\$0	\$1	\$1	\$1
Operating budget	\$308,872	\$441,796	\$543,751	\$577,100
Productivity				
Average cost per Citizen	\$5.47	\$7.77	\$9.45	\$9.86
Grants Applications	19	14	18	18
Grants Received	5	5	6	10
Department Budget Meetings	4	6	6	6
Effectiveness				
Department Turnover	0	0	0	0
Training Hours per Officer	NA	NA	NA	NA
Percent of Mandatory Training	Over 100%	Over 100%	Over 100%	Over 100%
Grants Received	5	5	6	10
Grants-Dollar Value	\$397,137	\$237,595	\$179,567	\$300,352
Grants-City Required Funding	0	1	1	1

### Measurable Outcomes:

- Provide effective and efficient public safety services.
- Protect the workforce from line-of-duty hazards.
- Maintain open lines of communication.
- Increase expertise of crime scene investigators through training.
- Enhance evidence recovery during crime scene investigations.
- Provide photographic training to patrol officers.
- Increase number of grant applications.
- Maintain a passing rate of 100% on all grant audit reviews.
- Enhance the role of the grant project managers by 50%.

Public Safety Administration Summary	Actual 2011-2012	Budget 2012/2013	Budget 2013/2014	% Change 2013/2014
Personnel Services	\$ 499,909	\$ 490,817	\$ 521,023	6.15%
Operations	37,616	52,934	56,078	5.94%
Capital Projects				
Total	\$ 537,525	\$ 543,751	\$ 577,101	6.13%

Public Safety Administration Full Time Equivalent Positions	2011-2012 Budget	2012-2013 Budget	2013-2014 Budget	2013-2014 Additions
Director of Public Safety	1	1	1	
Legal Assistant/Grant Manager	1	1	1	
Crime Scene Director	1	1	1	
Crime Scene Technician	1	1	1	
Total	4	4	4	

## **POLICE ADMINISTRATION**

### **MISSION STATEMENT:**

The mission of the Mansfield Police Department is to provide the highest level of service, in partnership with the community and to foster a safe atmosphere promoting the highest quality of life for all people.

### **Department at a Glance**

The Police Administration Department includes the Police Chief, two (2) commanders, one (1) Administrative Assistant, four (4) administrative staff and one (1) custodian to support the police division. The Administration Department budget increased by 7.68% due to a pro rata share of the new radio system costs, increased training and increased utility costs.

### **Key Goals and Objectives**

#### **Goal 1**

Implement a public education program for the reduction of false alarm calls.

##### **Objectives:**

- Attend a minimum of 7 scheduled homeowner association meetings scheduled with the Community Resource/Crime Prevention Office.
- Participate in other community events to include, but not limited to Leadership Mansfield and the Citizens Police Academy.
- Attend the annual False Alarm Conference sponsored by the False Alarm Reduction Association, to assist us with new ideas on public education and fostering positive working relationships with alarm companies.

#### **Goal 2**

Implement a Records Management Manual to enhance department guidelines regarding records retention, inactive records storage, vital and permanent records protection, forms management and disaster planning.

##### **Objectives:**

- Implementation of the manual by mid-year.
- Provide a minimum of 2-hours of training on new procedures introduced in the records manual.
- Administrative secretaries will attend 1 training class per year through the North Central Texas Council of Governments regarding records management for local governments to ensure proper records management.

#### **Goal 3**

Increase staffing in Police Administration to more efficiently and effectively manage the workload.

##### **Objectives:**

- Backfill one secretarial position which was transferred to Alarm System Management.
- Promote from within, but with backfilling, one Assistant Chief of Police.
- Transfer from within, but with backfilling, 1 supervisory person (Captain or below) to Police Administration to create a Professional Standards Unit and manage the department's "Best Practice" certification function.

### Performance Objectives

- Implement a public education program for the reduction of false alarm calls.
- Implement a Records Management Manual to enhance department guidelines regarding records retention, inactive records storage, vital and permanent records protection, forms management and disaster planning.
- Increase staffing in Police Administration to more efficiently and effectively manage the workload.

Police Administration	Actual 2010/2011	Actual 2011/2012	Budget 2012/2013	Budget 2013/2014
Demand				
Population Increase	0.86%	1.00%	1.00%	1.01%
Calls for Service	61,001	49,915	47,000	51,700
Service Area (miles)	36.64	36.64	36.64	36.64
Workload				
Division Staffing	11	10	10.5	9
Arrests	1,982	2,151	1,646	1,778
Operating budget	\$1,229,929	\$1,290,570	\$1,324,071	\$1,425,729
Productivity				
Average cost per Citizen	\$21.81	\$22.70	\$23.02	\$34.37
Department Budget Meetings	4	6	6	8
Effectiveness				
Department Turnover	0	0	0	0
Training Hours per Officer	40	132	60	135
Percent of Mandatory Training	Over 100%	Over 100%	Over 100%	Over 100%

### Measurable Outcomes:

- Provide public education to a minimum of seven (7) Homeowners Association meetings.
- Implement a Records Management Manual.
- Add one (1) full time secretarial position, promote with backfilling, one (1) Assistant Chief of Police and transfer from within, but with backfilling, one (1) supervisory person to the Administration Division.

Police Administration Summary	Actual 2011-2012	Budget 2012/2013	Budget 2013/2014	% Change 2013/2014
Personnel Services	\$ 829,154	\$ 904,725	\$ 857,646	-5.20%
Operations	393,603	419,346	568,082	35.47%
Capital Projects				
Total	\$ 1,222,758	\$ 1,324,071	\$ 1,425,729	7.68%

Police Administration Full Time Equivalent Positions	2011-2012 Budget	2012-2013 Budget	2013-2014 Budget	2013-2014 Additions
Police Chief	1	1	1	
Commanders	2	2	2	
Administrative Assistant	1	1	1	
Property Technician	1	1	0	-1
Custodian	0	1	1	
Administrative Support	4.5	4.5	4	-0.5
Total	9.5	10.5	9	-1.5



## COMMUNICATIONS

### MISSION STATEMENT:

Our mission is to provide the highest level of service, in partnership with the community, to foster a safe atmosphere promoting the highest quality of life for all people.

### Department at a Glance

The Public Safety Communications Department includes the Communications Supervisor, one (1) radio systems manager, one (1) assistant radio systems manager and twenty-one (21) dispatch positions. The communications department budget increased 30.50% due to a 3% merit increase, five (5) new dispatch positions and increases related to the annual maintenance of the new radio system upgrade.

### Key Goals and Objectives

#### Goal 1

Implement five (5) additional dispatcher positions.

##### Objectives:

- Allow more flexibility to schedule training and deal with emergency absences.
- Provide each shift additional staff to deal with emergency incidents and scheduled special city details.
- Provide adequate staff to allow for breaks for dispatchers/call takers following high stress critical incidents.

#### Goal 2

Create working shift supervisor positions.

##### Objectives:

- Establish span of control for scheduling and other issues on each shift.
- Enable each shift to directly interact with a supervisor on most days.
- Develop an incentive for current staff to promote.

#### Goal 3

Establish a traffic information channel.

##### Objectives:

- Enable a dispatcher to monitor dedicated radio channel for motor units and Commercial Vehicle Enforcement Traffic.
- Enable a dispatcher to check/provide information to officers utilizing the channel.
- Enable primary patrol channel/dispatcher to handle priority and routine calls for service and other officer traffic.

### Performance Objectives

- Implement five additional dispatcher positions.
- Create working shift supervisor positions.
- Establish a traffic information channel.

Communications	Actual 2010/2011	Actual 2011/2012	Budget 2012/2013	Budget 2013/2014
Demand				
Calls for Service	57,159	84,737	77,730	109,125
911 calls for Service	22,318	32,401	31,836	37,827
Workload				
Calls for Service	57,159	84,737	77,730	109,125
Calls for Service per 8 hour shift	52	77	71	100
911 calls per 8 hour shift	20	29.5	29	34
Productivity				
Avg. Cost per Citizen	\$26.36	\$24.83	\$24.58	\$33.15
Average Staffing per Shift	4	4	4	5
Effectiveness				
Dispatched calls under 8 minutes	95%	95%	95%	95%
Percent of mandatory training	100%	100%	100%	100%

### Measurable Outcomes:

- Add five (5) new dispatcher positions.
- Create one supervisor per shift and allow for a four (4) person shift.
- Establish a radio channel for the sole purpose of providing information and tracking Traffic/Commercial Vehicle Enforcement officers.

Communications	Actual	Budget	Budget	% Change
Summary	2011-2012	2012/2013	2013/2014	2013/2014
Personnel Services	\$ 1,292,263	\$ 1,369,542	\$ 1,764,382	28.83%
Operations	118,467	116,560	175,044	50.18%
Capital				
Projects				
Total	\$ 1,410,730	\$ 1,486,102	\$ 1,939,426	30.50%

Communications	2011-2012	2012-2013	2013-2014	2013-2014
Full Time Equivalent Positions	Budget	Budget	Budget	Additions
Communications Supervisor	1	1	1	
Radio Systems Manager	1	1	1	
Assistant Radio Systems Mgr.	1	1	1	
Dispatchers	16	16	21	5
Total	19	19	24	5

## **PATROL DEPARTMENT**

### **MISSION STATEMENT:**

Our mission is to provide the highest level of service, in partnership with the community, to foster a safe atmosphere promoting the highest quality of life for all people.

### **Department at a Glance**

The Police Patrol department includes the Patrol Commander, one (1) Captain (6) Sergeants, (5) corporals and thirty-six (36) patrol officers. The patrol department increased 3.16% due to a 3% salary adjustment.

### **Key Goals and Objectives**

#### **Goal 1**

Reduce the number of hazardous traffic violations (including speeding and cell phone violations) within school zones by 10% using resources available.

##### **Objectives:**

- Coordinate efforts of shifts in order to better allocate patrol units over a broader spectrum of school zones taking into account specific time spans and district assignments.
- Monthly meeting between shift supervisors and individual officers to assess effectiveness of the officer in their particular zones. Making adjustments and engaging the officers in innovative idea processing to let the officers develop their own problem based solution for addressing traffic violations in their school zones.
- Utilize pre and post surveys to analyze effectiveness of initiatives in these areas.

#### **Goal 2**

Establish more consistent exchanges of concerns and potential solutions to issues facing the division through regularly scheduled meetings between front line officers and patrol supervisors.

##### **Objectives:**

- Conduct a minimum of six (6) meetings during the fiscal year with the Officer Committee made up of officers elected by their shifts as representatives.
- The Patrol Captain will meet with each shift no later than October 31, 2013 and explain in detail the purpose, goals and benefits of the Officer Committee and its importance to the division.
- Publish an e-mail to each member of the division after each meeting informing them of the issues being assessed by the Committee.

#### **Goal 3**

Increase the amount of time that officers patrol the park areas of the city to address increases in burglaries of vehicles and criminal mischief offenses.

##### **Objectives:**

- Utilize all available resources for patrolling these areas, including coordination between the Patrol Division and Crime Prevention Unit, with an emphasis on bike, foot and golf cart patrol.
- Dedicate at least 128 hours per month of concentrated patrol in these areas, divided among four (4) shifts.

- Discuss with officers at their monthly supervisor meeting about their ideas of how we can improve

this important aspect of patrol and allow innovation when possible.

### Performance Objectives

- Reduce the number of hazardous traffic violations within school zones by 10%.
- Establish more consistent exchanges of concerns and potential solutions to issues facing the division.
- Increase the amount of time that officers patrol the park areas of the city.

Patrol	Actual 2010/2011	Actual 2011/2012	Budget 2012/2013	Budget 2013/2014
Demand				
Calls for Service	61,001	49,915	47,000	51,700
911 calls for Service	4,679	5,249	5,372	5,426
Service Area	36.64	36.64	36.64	36.64
Workload				
Departmental Staffing	49	47	49	49
Departmental Budget	\$5,689,349	\$5,547,202	\$5,364,953	\$5,534,355
Traffic Citations	9,579	8,868	7,258	8,800
DWI Arrests	99	119	95	100
Accidents-Non-Injury	431	480	547	595
Accidents-Injury	290	331	362	431
Productivity				
Average Cost per citizen	\$95.14	\$97.57	\$92.15	\$93.43
Average Staffing per Shift	8	8	8	8
Patrol Officers per square mile	0.2	0.2	0.2	0.2
Effectiveness				
Calls Answered under 8 minutes	75%	74%	75%	75%
Turnover	2	1	4	0
Accidents-Injury	290	331	362	431

### Measurable Outcomes:

- Reduce the speed and cell phone use violations within school zones by 10%.
- Conduct a minimum of six (6) Patrol Officer Committee meetings with the Department Captain during the fiscal year.
- Dedicate at least 128 hours of concentrated park patrols each month.

Patrol	Actual	Budget	Budget	% Change
Summary	2011-2012	2012/2013	2013/2014	2013/2014
Personnel Services	\$ 5,042,168	\$ 4,786,185	\$ 4,981,852	4.09%
Operations	647,181	578,768	552,503	-4.54%
Capital				
Projects				
Total	\$ 5,689,349	\$ 5,364,953	\$ 5,534,355	3.16%

Patrol Full Time Equivalent Positions	2011-2012 Budget	2012-2013 Budget	2013-2014 Budget	2013-2014 Additions
Patrol Commander	1	1	1	
Captain	1	1	1	
Patrol Sergeant	5	5	5	
Training Sergeant	1	1	1	
Patrol Corporals	4	5	5	
Patrol Officers	34	36	36	
Total	46	49	49	

## TRAFFIC

### MISSION STATEMENT:

Our mission is to provide the highest level of service, in partnership with the community, to foster a safe atmosphere promoting the highest quality of life for all people.

### Department at a Glance

The Traffic Department captures actual costs and performance measures of traffic enforcement and investigations within the city. The Traffic Department consists of one (1) traffic investigator and two (2) motor officers. The Traffic Department budget increased only slightly in FY 2013-2014.

### Key Goals and Objectives

#### Goal 1

Reduce hazardous violations in high collision areas by 10% thus reducing crash incidents in these areas.

##### Objectives:

- Work specific areas in include intersections of Matlock Rd, Debbie Lane/FM 157, US 287 and N Walnut Creek Drive @ US 287.
- Conduct special details as well as random enforcement to specifically address traffic related issues in these identified areas.
- Use of message board and speed detection trailer in these areas will be used as a visual reminder to motorists of specific problems.

#### Goal 2

Continuation of red light and safety restraint enforcement with a goal of an additional 10% reduction in violations over FY 2012-2013.

##### Objectives:

- Conduct a minimum of four (4) special details to saturate enforcement in the most regular

violation areas including US 287@157, and Debbie Lane @US 287.

- Conduct bi-annual covert surveys to evaluate the effectiveness of enforcement activities.
- Conduct educational outreach through the use of media outlets and social media to educate the public on the dangers of disregarding red lights and not using safety restraints.

#### Goal 3

Conduct and reduce violations in “Move over Law” violations by 10%.

##### Objectives:

- Conduct a baseline survey within 30-days coupled with a bi-annual covert survey to evaluate effectiveness and enforcement activities.
- Conduct Random and Directed enforcement in areas of habitual violations, especially around the 287 corridor, to reduce occurrences and enhance officer safety.
- Utilize message board in these areas as visual reminder to motorists of statute requirements.

### Performance Objectives

- Reduce hazardous violations in high collision areas by 10% thus reducing crash incidents in these areas.
- Continuation of red light and safety restraint enforcement with a goal of an additional 10% reduction in violations over FY 2012-2013.
- Conduct and reduce violations in “Move over Law” violations by 10%.

Traffic	Actual 2010/2011	Actual 2011/2012	Budget 2012/2013	Budget 2013/2014
Demand				
Calls for Service	4,119	3,824	2,520	3,825
911 calls for Service	95	81	45	50
Service Area	36.64	36.64	36.64	36.64
Workload				
Department Staffing	2	2	2	2
Arrests	0	0	1	1
Traffic Citations	3,871	3,514	2,315	3,600
DWI Arrests	0	0	1	1
Accidents-Non Injury	5	0	0	6
Accidents-Injury	1	0	0	1
Productivity				
Accidents-Non Injury	5	12	2	6
Accidents-Injury	1	0	1	1
Effectiveness				
Accidents-Non Injury	5	12	2	6
Accidents-Injury	1	0	1	1

### Measurable Outcomes:

- Reduce moving violations in areas of high incident of crashes by 10% when compared with pre-enforcement period.
- Reduction of violations of laws regarding red lights and safety belt use by 10% in targeted areas when compared with the pre-enforcement period.
- Reduction of violations regarding the “Move over Law” by 10% when compared with the pre-enforcement period.

Traffic	Actual	Budget	Budget	% Change
Summary	2011-2012	2012/2013	2013/2014	2013/2014
Personnel Services	\$ 17,254	\$ 354,862	\$ 358,058	0.90%
Operations	24,122	36,793	34,435	-6.41%
Capital				
Projects				
Total	\$ 41,376	\$ 391,655	\$ 392,493	0.21%

Traffic	2011-2012	2012-2013	2013-2014	2013-2014
Full Time Equivalent Positions	Budget	Budget	Budget	Additions
Traffic Investigator	1	1	1	
Motor Officers	2	2	2	
Total	3	3	3	

## COMMERCIAL VEHICLE ENFORCEMENT DEPARTMENT

### MISSION STATEMENT:

Our mission is to provide the highest level of service, in partnership with the community, to foster a safe atmosphere promoting the highest quality of life for all people.

### Department at a Glance

The Commercial Vehicle Enforcement Department includes one (1) Sergeant and one (1) patrol officer. The Commercial Vehicle Enforcement budget increased 5.10% due to a merit increase and additional supply and maintenance costs.

### Key Goals and Objectives

#### Goal 1

Increase enforcement of hazardous traffic violations committed by Commercial Motor Vehicles (CMV) and passenger cars, operating around CMV's and utilizing the Targeting aggressive cars and trucks program to reduce hazardous violations.

##### Objectives:

- Use dedicated time periods to specifically observe and address hazardous violations committed by Commercial Motor Vehicles on our roadways including speeding and traffic control violations.
- Establish a baseline survey within 30-days to track the effectiveness of the program.
- Conduct quarterly large enforcement operations to reduce the number of hazardous violations by Commercial Motor Vehicles and passenger vehicles around CMV's.

#### Goal 2

Detect and enforce weight and size violations on Commercial Motor Vehicles utilizing the City of Mansfield controlled roadways.

##### Objectives:

- Conduct random and directed weight enforcement operations at regular intervals (minimum of 2 per month) to deter unlawful use of roadways controlled and maintained by the City of Mansfield.
- Utilize trained officers to increase presence and deter weight and size violations.
- Conduct "Roll Call" training topics for all officers to recognize and enforce State Law and City Ordinances related to size regulations.

#### Goal 3

Continuation of "Targeted" and "Random" enforcement activities to respond to CMV safety issues within the City of Mansfield and surrounding jurisdictions.

##### Objectives:

- Continue to use targeted and random safety inspections as outlined by Federal Motor Carrier Safety Alliance and the Texas Department of Public Safety to continue the reduction of CMV non-compliance within our jurisdiction.
- Continue inter-jurisdictional CVE enforcement details at least nine (9) times per year to obtain DFW-area compliance with Federal and State safety regulations.
- Continue established relationships with carriers to provide compliance



and educational assistance with the goal of addressing potential problems

prior to vehicles and drivers utilizing city roadways.

### Performance Objectives

- Conduct at least four large-scale operations to address aggressive trucks and cars.
- Conduct a minimum of 24 weight enforcement operations.
- Conduct at least nine (9) inter-jurisdictional Commercial Vehicle Enforcement details.

Commercial Vehicle Enforcement	Actual 2010/2011	Actual 2011/2012	Budget 2012/2013	Budget 2013/2014
Demand				
Calls for Service	1,678	1,783	1,750	1,785
911 calls for Service	130	123	114	120
Service Area	36.64	36.64	36.64	36.64
Workload				
Department Staffing	2	2	2	2
Division Budget	\$226,179	\$241,592	\$242,290	\$254,648
Arrests	14	24	24	24
Traffic Citations	629	852	998	1,000
DWI Arrests	0	4	4	4
Accidents-Non Injury	11	13	12	12
Accidents-Injury	5	4	3	5
Productivity				
Average Cost per citizen	\$4.01	\$4.24	\$4.16	\$4.29
Officers per Square Mile	0.05	0.05	0.05	0.05
Effectiveness				
Contacts	1,129	1,224	1,600	1,650
Inspections	1,067	980	915	950
Infractions	2,984	2,871	2,568	2,600
Vehicles Placed out of Service	266	320	280	280
Weight Violations	109	105	85	144
Vehicles With No violations	269	267	255	260
Post Crash Inspections	17	40	18	18
Federal Citations issued	668	422	410	500
State Citations Issued	239	7	160	200
Accidents-Injury	5	4	3	4
Accidents-Fatality	0	13	1	2
Percent of Mandatory Training	100%	100%	100%	100%

Commercial Vehicle Enforcement	Actual	Budget	Budget	% Change
Summary	2011-2012	2012/2013	2013/2014	2013/2014
Personnel Services	\$ 210,219	\$ 208,088	\$ 220,027	5.74%
Operations	30,429	34,202	34,621	1.23%
Capital Projects				
Total	\$ 240,648	\$ 242,290	\$ 254,648	5.10%

CVE	2011-2012	2012-2013	2013-2014	2013-2014
Full Time Equivalent Positions	Budget	Budget	Budget	Additions
Sergeant	1	1	1	
Patrol Officer	1	1	1	
Total	2	2	2	

**Measurable Outcomes:**

- Conduct at least four large-scale operations to address aggressive trucks and cars.
- Conduct a minimum of 24 weight enforcement operations.
- Conduct at least nine (9) inter-jurisdictional Commercial Vehicle Enforcement details.

## **CRIMINAL INVESTIGATIONS**

### **MISSION STATEMENT:**

Our mission is to provide the highest level of service, in partnership with the community, to foster a safe atmosphere promoting the highest quality of life for all people.

### **Department at a Glance**

The Criminal Investigation department includes the Commander, Three (3) Sergeants, Victim Assistance Coordinator, ten (10) detectives, one (1) property technician, one part time secretary (.5) and one (1) Crime Analyst. The CID budget increased 15.58% due to a 3% merit adjustment, the transfer of the property room technician and part-time secretary from police administration to Criminal Investigations, fuel, training, communications and other supply and maintenance costs.

### **Key Goals and Objectives**

NYPD Homicide Detective (retired)  
Vernon Geberth at local venues.

#### **Goal 1**

Increase staff in the property/evidence room from one (1) fulltime FTE to two (2) fulltime FTE's.

##### **Objectives:**

- Create a new full-time civilian position to work as a property/evidence technician.
- Provide more efficient operation for moving property out of the property room when cases are disposed of, and/or when time limits on abandoned property are met.
- Provide a more efficient operation of the property room by having two (2) fulltime FTE's trained in all operations and procedures of property/evidence handling.

#### **Goal 2**

Improve the working knowledge and the expertise of the CID detectives in the area of homicide and equivocal death investigations.

##### **Objectives:**

- Schedule all detectives to attend the Practical Homicide Investigation (PHI) instruction class instructed by

- Implement the PHI checklist and field guide for use with all homicide and equivocal death investigations.
- Culminate with a fully trained unit in which all detectives are capable of taking the lead in any homicide or equivocal death investigation wherein all elements of each investigation will be thoroughly exhausted and none overlooked.

#### **Goal 3**

Replace all broken or worn out office chairs in use by the Criminal Investigations Division.

- Replace all office chairs in the detective's offices that no longer work properly or that show excessive wear.
- Replace all office chairs in the conference room that are no longer working properly or that show excessive wear.
- Replace all office chairs in the property evidence room that are no longer working properly or that show excessive wear.

### **Performance Objectives**

- Increase staffing in the property/evidence room.

- Implement the PHI checklist and field guide for use with all homicide and equivocal death investigations.
- Replace all broken and worn office chairs.

CID	Actual 2010/2011	Actual 2011/2012	Budget 2012/2013	Budget 2013/2014
Demand				
Cases Assigned	2,765	3,616	3,132	2,838
Polygraphs	87	111	130	125
Workload				
Cases Assigned	2,765	3,616	3,132	2,838
Polygraphs	87	111	130	125
Cases Per Investigator	395	583	447	405
Productivity				
Average Cost per citizen	\$32.60	\$31.23	\$33.02	\$37.69
Cases Cleared	2,157	2,338	3,132	2,748
Cases Assigned Per Investigator	395	583	447	405
Effectiveness				
Average Cost per citizen	\$32.60	\$31.23	\$33.18	\$37.69
Percent of Cases Cleared	100%	65%	98%	97%
Polygraph Examinations	87	111	130	125

#### Measurable Outcomes:

- Increase staffing in the property/evidence room.
- Implement the PHI checklist and field guide for use with all homicide and equivocal death investigations.
- Replace all broken and worn office chairs.

Criminal Investigations	Actual	Budget	Budget	% Change
Summary	2011-2012	2012/2013	2013/2014	2013/2014
Personnel Services	\$ 1,729,323	\$ 1,739,143	\$ 1,985,417	14.16%
Operations	174,461	192,409	247,011	28.38%
Capital				
Projects	200,460			
Total	\$ 2,104,244	\$ 1,931,552	\$ 2,232,428	15.58%

Criminal Investigations	2011-2012	2012-2013	2013-2014	2013-2014
Full Time Equivalent Positions	Budget	Budget	Budget	Additions
Commander	1	1	1	
Sergeant	3	3	3	
Detective	9	9	9	
Detective/Polygraph	1	1	1	
Secretary-Task Force	0	0	0.5	0.5
Property Technician	0	0	1	1
Victims Assistance	1	1	1	
Crime Analyst	1	1	1	
Total	16	16	17.5	1.5

## **MUNICIPAL COURT**

### **MISSION STATEMENT:**

Our mission is to provide the highest level of service, in partnership with the community, to foster a safe atmosphere promoting the highest quality of life for all people.

### **Department at a Glance**

The Municipal Court department includes one (1) Municipal Judge, one court administrator, one bailiff and four (4) court clerks. Three (3) associate judges are funded on a contractual basis. The Municipal Court budget increased 6.22% in FY 2013-2014 due to a 3% salary adjustment and maintenance and supply costs.

### **Key Goals and Objectives**

#### **Goal 1**

Improve the warrant process.

Objectives:

- Implement a new warrant program.
- Decrease the number of times a person handles a warrant.
- Improve technology to activate warrants in INCODE automatically sent to the region.

#### **Goal 2**

Improve customer service.

Objectives:

#### **Performance Objectives**

- Reduce the warrant issue process.
- Strive for a favorable rating on surveys.
- Increase training hours by eight (8) hours per staff member.

- Provide a customer service survey.
- Provide training in customer service by “Dealing with Difficult people” training.
- Provide stress management for staff.

#### **Goal 3**

Enhance staff training.

Objectives:

- Staff will attend legislative update training.
- Staff will complete annual court training by the judge.
- Staff to complete an internship with patrol.

Municipal Court	Actual 2010/2011	Actual 2011/2012	Budget 2012/2013	Budget 2013/2014
Demand				
Annual Arraignments	1,301	3,071	3,400	3,200
Monthly Court Schedule	22	23	25	27
Jury Trials	50	63	50	40
Workload				
Annual Court Dockets (Adults)	3,886	6,459	6,520	6,500
Annual court Dockets (Juveniles)	607	815	820	850
Warrants Issued	3,000	3,606	3,000	3,300
Productivity				
Warrants Cleared	3000	1,852	2,400	2,500
Average Daily Arraignments	4	4	4	9
Effectiveness				
Percent of Warrants Cleared	100%	51%	80%	78%
Amnesty Proceeds	N/A	\$ 39,161	\$ 55,000	90,000

#### Measurable Outcomes:

- Reduce the warrant issue process.
- Strive for a favorable rating on surveys.
- Increase training hours by eight (8) hours per staff member.

Court Summary	Actual 2011-2012	Budget 2012/2013	Budget 2013/2014	% Change 2013/2014
Personnel Services	\$ 476,501	\$ 469,810	\$ 500,262	6.48%
Operations	82,649	91,917	96,426	4.91%
Capital Projects				
Total	\$ 559,150	\$ 561,728	\$ 596,688	6.22%

Municipal Court Full Time Equivalent Positions	2011-2012 Budget	2012-2013 Budget	2013-2014 Budget	2013-2014 Additions
Municipal Judge	1	1	1	
Court Administrator	1	1	1	
Deputy Court Clerk	3	4	4	
Baliff	1	1	1	
Total	6	7	7	

## **CRIME PREVENTION UNIT**

### **MISSION STATEMENT:**

Our mission is to provide the highest level of service, in partnership with the community, to foster a safe atmosphere promoting the highest quality of life for all people.

### **Department at a Glance**

The Community Resource department includes two (2) community resource officers. The Community Resource department budget increased 7.26% due to a 3% salary adjustment and additional supply and maintenance costs.

### **Key Goals and Objectives**

#### **Goal 1**

Increase the effectiveness of the Citizen on Patrol (COP) program using existing resources as well as expansion of the unit.

##### **Objectives:**

- Increase the number of COP members by 20% through the use of recruitment and implementation of additional members.
- Provide training classes for COPS members at least six (6) times during the fiscal year to improve knowledge and skills.
- Review weekly reports and provide guidance to COPS members as to how to use information from crime analysis to make their patrols as effective as possible.

#### **Goal 2**

Increase the awareness, knowledge and safety of senior citizens and special needs individuals in the community.

##### **Objectives:**

- Increase the number of senior citizens fingerprinted and identified in the data base by 30%
- Engage seniors in participating in the Safe Senior Program which is an

informative training event to give guidance and information regarding actions seniors can implement in their own lives to make them safer.

- Expand the use of fingerprinting and identification of special needs individuals through coordination with the MISD to identify and have their guardians participate. This will allow us to reunite missing special needs individuals to their families with less time delay.

#### **Goal 3**

Strengthen the presence and coordination of the Neighborhood Watch Groups in the community.

- Provide information and communicate with active crime watch groups with a quarterly newsletter or information dissemination.
- Host a first annual city-wide crime prevention meeting inviting all groups together in one event for greater information sharing and teamwork between groups.
- Support the new neighborhood watch groups by actively making direct and regular contact with block captains beginning their programs to facilitate upstart of initiatives.

### Performance Objectives

- Increase the effectiveness of the Citizen on Patrol (COP) program using existing resources as well as expansion of the unit.
- Increase the awareness, knowledge and safety of senior citizens and special needs individuals in the community.
- Strengthen the presence and coordination of the Neighborhood Watch Groups in the community.

Community Resources	Actual 2010/2011	Actual 2011/2012	Budget 2012/2013	Budget 2013/2014
Demand				
High Schools Serviced	2	5	6	6
Special Events	15	15	23	23
Citizen Police Academy Classes	1	1	1	1
Workload				
Community Programs Attended	99	96	157	100
Average Class-Citizen Academy	25	25	25	25
Children fingerprinted	215	150	45	100
Productivity				
Average Cost per citizen	\$5.41	\$6.18	\$4.02	\$4.23
Home Inspections	0	20	8	12
Effectiveness				
Percent of Scheduled Meetings Attended	100%	100%	100%	100%
Children fingerprinted	215	150	45	100

### Measurable Outcomes:

- Increase members of the COP program by 20%.
- Increase the number of senior citizens fingerprinted and identified in the database by 30%.
- Host the first annual city-wide Crime Watch meeting.

Community Resource	Actual	Budget	Budget	% Change
Summary	2011-2012	2012/2013	2013/2014	2013/2014
Personnel Services	\$ 184,335	\$ 185,984	\$ 197,475	6.18%
Operations	40,803	47,991	53,490	11.46%
Capital				
Projects				
Total	\$ 225,138	\$ 233,975	\$ 250,965	7.26%

Community Resources	2011-2012	2012-2013	2013-2014	2013-2014
Full Time Equivalent Positions	Budget	Budget	Budget	Additions
Community Resource Officers	2	2	2	
Total	2	2	2	



## **K-9 SERVICES**

### **MISSION STATEMENT:**

Our mission is to provide the highest level of service, in partnership with the community, to foster a safe atmosphere promoting the highest quality of life for all people.

### **Department at a Glance**

The K-9 department increased 7% in FY 2013-2014 due to a 3% salary adjustment, overtime and supply and maintenance costs.

### **Key Goals and Objectives**

#### **Goal 1**

Work with local businesses and facilities in order to gain a partnership in the provision of training sites for the unit as well as security plans for local facilities.

##### **Objectives:**

- Offer to educate business owners on how knowledge of their building layout and benefits the canine team and the Mansfield Police Officers should a real situation that may arise at their place of business.
- Offer business owners Mansfield Police Canine certificates of appreciation for allowing us to train in their facilities and to allow them to be acknowledged for their assistance.
- Complete canine demonstrations for the employees and managers at the businesses to educate them about the importance of canines and what type of training would be performed at their place of business.

#### **Goal 2**

Increase the level of realistic narcotics training and education.

##### **Objectives:**

- Attend at least three (3) narcotic update classes during the fiscal year.
- Obtain new training aids that will facilitate the training of canines through innovative approaches designed to enhance and solidify the dog's drive and intuition.
- Apply for a DEA number which would allow us to obtain new narcotics and higher quantity of narcotics for training purposes.

#### **Goal 3**

Replace the canine that is approaching retirement at little cost to the city.

##### **Objectives:**

- Use funds recently donated for the purpose of purchasing a new canine.
- Use funds recently donated for training and expenditures of existing canine handler to attend a multi-week training course with the new canine.
- Work to achieve complete dual certification of the canine in both patrol operations and narcotics by the end of the fiscal year.

### Performance Objectives

- Work with local businesses and facilities in order to gain a partnership in the provision of training sites for the unit as well as security plans for local facilities.
- Increase the level of realistic narcotics training and education.
- Replace the canine that is approaching retirement at little cost to the city.

Special Services	Actual 2010/2011	Actual 2011/2012	Budget 2012/2013	Budget 2013/2014
Demand				
Request for Assistance	31	34	55	55
Workload				
Building Searches	19	22	16	20
Assist other Agencies	18	34	28	28
Narcotic searches	31	48	45	45
Productivity				
Average Cost per citizen	\$0.35	\$0.15	\$3.67	\$3.86
Percent of Narcotic Finds	20%	20%	20%	20%
Effectiveness				
Percent of Narcotic Finds	20%	20%	20%	20%
Average Cost per citizen	\$0.35	\$0.15	\$3.67	\$3.86

### Measurable Outcomes:

- Increase available training sites by 20%.
- Attend at least three (3) narcotic update classes during the fiscal year.
- Replace one canine using donated funds.

Special Services	Actual	Budget	Budget	% Change
Summary	2011-2012	2012/2013	2013/2014	2013/2014
Personnel Services	\$ 9,710	\$ 184,221	\$ 199,246	8.16%
Operations	13,608	26,985	26,747	-0.88%
Capital				
Projects				
Total	\$ 23,318	\$ 211,206	\$ 225,993	7.00%

K-9	2011-2012	2012-2013	2013-2014	2013-2014
Full Time Equivilent Positions	Budget	Budget	Budget	Additions
K-9 Officer	1	2	2	
Total	1	2	2	

## **ANIMAL CARE AND CONTROL**

### **MISSION STATEMENT:**

Our mission is to establish a safe and healthy coexistence between animals and people through education and provide prompt and efficient services to animal related problems.

### **Department at a Glance**

The Animal Control department budget increased 9.20% due to a 3% salary adjustment, additional utility costs related to the expansion of the Animal Control Facility and supply and maintenance costs. The Animal Control department consists of one (1) supervisor, three (3) officers, one (1) receptionist and one and one-half kennel technician positions.

### **Key Goals and Objectives**

#### **Goal 1**

Partner with Meals on Wheels and the Harvest International Food Bank to supply excess donations and services to low income families within the community.

Objectives:

- Deliver excess pet food donations to help offset pet costs for the elderly, handicapped and low income pet owners.
- Assist low income families with licensing, low income vaccinations and low cost spaying and neutering information.
- Educate the low income community regarding pet care assistance.

#### **Goal 2**

Continue to aggressively pursue our spay and neuter program through grants and other funding sources and public education.

Objectives:

### **Performance Objectives**

- Partner with Meals on Wheels and the Harvest International Food Bank to supply excess donations and services to low income families within the community.

- Proactively speak with citizens to educate them on the benefits of a sterilized animal.
- Coordinate with the Texas Coalition of Animal Protection to be able to sterilize the citizen's pets.
- Educate the public about the city licensing program and state required rabies vaccinations.

#### **Goal 3**

Establish a 2<sup>nd</sup> full time kennel tech to assist in the daily kennel operations, public awareness programs, pet training programs and off-site adoption programs.

- Convert the current part-time kennel tech position to a full time position.
- Utilize the new tech to provide weekend and holiday relief to the current tech with double coverage on historically busy weekdays.
- Enable both positions to have more time to network with support organizations, rescue groups and community groups.

- Continue to aggressively pursue our spray and neuter program through grants and other funding sources and public education.
- Establish a 2<sup>nd</sup> full time kennel tech to assist in the daily kennel operations, public awareness programs, pet training programs and off-site adoption programs.

Animal Control	Actual 2010/2011	Actual 2011/2012	Budget 2012/2013	Budget 2013/2014
Demand				
Annual Service Calls	3,842	2,517	2,593	2,936
Animals Impounded	2,276	2,440	2,513	1,870
Workload				
Animals Impounded	2,276	2,440	2,513	1,870
Animals Reclaimed, Rescued etc.	1,285	1,130	1,164	600
Animals Euthanized	790	793	817	675
Productivity				
Animals Adopted	475	517	533	600
Animal Control Deposits	\$52,137	\$51,477	\$51,000	\$50,000
Effectiveness				
Animals Adopted	475	517	533	600
Animals Impounded	2,276	2,440	2,513	1,870
Service Calls answered within 24 hours	95%	100%	100%	100%
Animals Returned as %	66%	68%	71%	64%
Animals Euthanized as %	34%	32%	29%	36%

#### Measurable Outcomes:

- Provide pet assistance to low income families within the community.
- Utilize grant funding to provide low cost or no cost spray and neuter.
- Convert current part-time Kennel Tech position to a full time position.

Animal Control	Actual	Budget	Budget	% Change
Summary	2011-2012	2012/2013	2013/2014	2013/2014
Personnel Services	\$ 330,317	\$ 351,609	\$ 374,299	6.45%
Operations	118,522	100,592	119,520	18.82%
Capital				
Projects				
Total	\$ 448,839	\$ 452,202	\$ 493,819	9.20%

Animal Control	2011-2012	2012-2013	2013-2014	2013-2014
	Budget	Budget	Budget	Additions
Animal Control Manager	1	1	1	
Animal Control Officers	3	3	3	
Kennel Technician	1.5	1.5	1.5	
Receptionist	1	1	1	
	6.5	6.5	6.5	

## TRAINING

### MISSION STATEMENT:

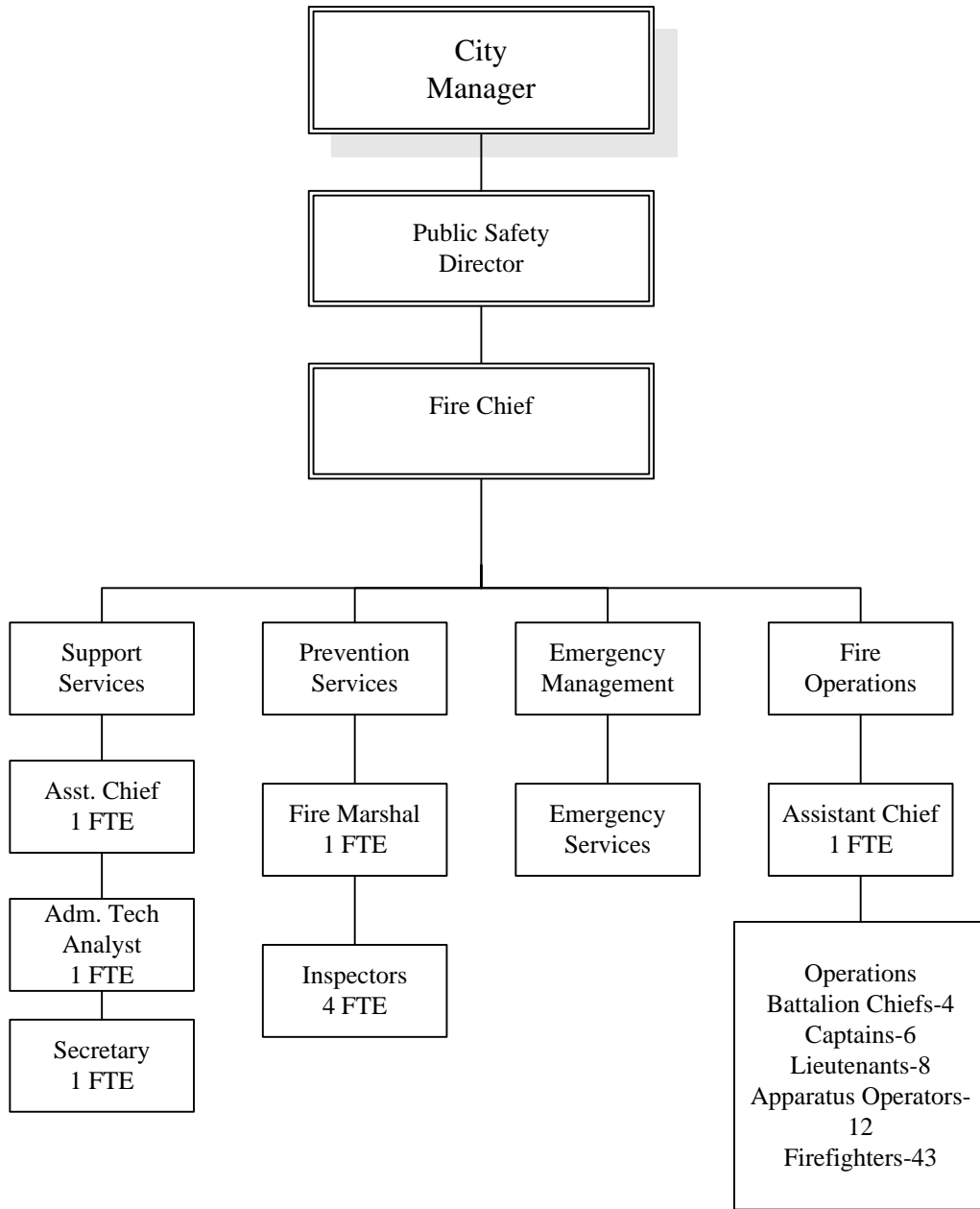
Our mission is to provide the highest level of service, in partnership with the community, to foster a safe atmosphere promoting the highest quality of life for all people.

### Department at a Glance

The Training Department is a new department created to capture the costs related to the opening of the new Tactical Training Center that will include ammunition, utilities and supply costs. In prior years, these costs have been captured in each department's budget. In future years, other costs related to the operations and maintenance of this facility will be captured in this department.

Training Summary	Actual 2011-2012	Budget 2012/2013	Budget 2013/2014	% Change 2013/2014
Personnel Services				
Operations			87,666	100%
Capital				
Projects				
Total	\$ -	\$ -	\$ 87,666	

Tactical Training Facility (Range)	Actual 2010/2011	Actual 2011/2012	Budget 2012/2013	Budget 2013/2014
Demand				
Staff Trained (City)	N/A	N/A	N/A	92
Certified Police Officers Trained (Outside Agency)	N/A	N/A	N/A	5
Range Operation Hours (Total)	N/A	N/A	N/A	360
Range Maintenance Hours (Total)	N/A	N/A	N/A	72
TCOLE Required Training hours	N/A	N/A	N/A	3
Firearms Instructors (Number)	N/A	N/A	N/A	6
Firearms Instructors Range Training Hours	N/A	N/A	N/A	432
Workload				
Certified Police Officers (City)	N/A	N/A	N/A	75
Certified City Marshals (LEC)	N/A	N/A	N/A	14
Certified Fire Officers (City)	N/A	N/A	N/A	5
Certified Police Officers Trained (Outside Agency)	N/A	N/A	N/A	5
Specialized Training Courses	N/A	N/A	N/A	17
Specialized Training Hours	N/A	N/A	N/A	250
TCOLE Mandated Qualifying	N/A	N/A	N/A	1
TCOLE Mandated Night Qualifying	N/A	N/A	N/A	1
Productivity				
Certified Police Officers (City)	N/A	N/A	N/A	75
Certified City Marshals (City)	N/A	N/A	N/A	14
Certified Fire Officers (City)	N/A	N/A	N/A	5
Certified Police Officers Trained (Outside Agency)	N/A	N/A	N/A	5
Specialized Training Courses	N/A	N/A	N/A	17
Specialized Training Hours	N/A	N/A	N/A	250
Effectiveness				
Training Hours per FTE	N/A	N/A	N/A	72



### At a Glance

#### The Fire Division Highlights

- ☐ The Fire Division is projected to transport 2,470 patients in FY 2013-2014.
- ☐ 90% of the time calls for service are answered within 8 minutes.
- ☐ 100% of mandatory training is provided.
- ☐ 8,704 calls for service are projected in FY 2013-2014

## **FIRE ADMINISTRATIVE SERVICES**

### **MISSION STATEMENT:**

The mission of the Mansfield Fire Rescue Administrative Services is to coordinate all department activities to provide the safest and most cost effective operations for both citizens and employees of the City of Mansfield.

### **Department at a Glance**

The Fire Administration department increased by 27.46%% due to a 3% salary adjustment, new radio system costs and supply and maintenance costs. The Fire Administration department consists of the Fire Chief, Assistant Fire Chief, Secretary and Administrative Services Coordinator.

### **Key Goals and Objectives**

#### **Goal 1**

Maintain the safety, health and wellness of our personnel.

##### **Objectives:**

- Provide a complete budget that continues the replacement plan of protective clothing, uniforms and fitness performance testing.
- Provide reliable updated equipment and technology and computer upgrades to maintain emergency services as cost effective as possible.
- Maintain our health and fitness program to ensure that all personnel are able to adequately stay aware of their fitness and health levels providing resources for any individual improvement needs.

#### **Goal 2**

Protect our staff from Line of Duty Hazards

##### **Objectives:**

- Training provided in house and increase ability to send personnel to area courses.
- Complete the installation of the Opticom System for emergency control of traffic lights.
- Research and apply for all possible grant funding, enhance our coordination of station apparatus maintenance and replacement of uniform PPE needs of all fire personnel.

#### **Goal 3**

Protect the City of Mansfield from liability.

##### **Objectives:**

- Training and communication to maintain quality operations and ensure employees adhere to current state and NFPA standards addressing department guidelines.
- Continue to hire, retrain, train and promote quality Fire Division Staff.

### Performance Objectives

- Protect the citizens from hazards.
- Protect the Public Safety staff and City staff from hazards.
- Protect the city from liability

Fire Administration	Actual 2010/2011	Actual 2011/2012	Budget 2012/2013	Budget 2013/2014
Demand				
Population Increase	1.6%	1.2%	1.2%	2.6%
Fire Division Staff	81	83	83	83
Service Area (miles)	38.68	38.68	38.68	38.68
Workload				
Patients Seen	2,662	3,208	3,006	3274
Patients Transported	1,955	2,201	2,246	2470
Information Tech Support Calls	80	95	103	106
Facilities Maintained	4	4	4	4
Productivity				
Average cost per Citizen	\$ 11.36	\$ 12.68	\$ 13.07	13.95
FTE per Capita	0.07	0.07	0.07	0.068
Effectiveness				
Average Transport Time to Hospital	10.58 Minutes	10.65 Minutes	9.9 Minutes	10.0 Minutes
Ambulance Billing (annual)	\$ 558,726	\$ 645,339	\$ 600,000	\$ 900,000

### Measurable Outcomes:

- Protect the citizens and visitors from natural or man-made hazards.
- Protect our staff from Line of Duty Hazards
- Protect the City of Mansfield from liability.

Fire Administration	Actual	Budget	Budget	% Change
Summary	2011-2012	2012/2013	2013/2014	2013/2014
Personnel Services	\$ 492,852	\$ 489,416	\$ 519,179	6.08%
Operations	250,231	261,882	438,457	67.43%
Capital				
Projects				
Total	\$ 743,084	\$ 751,298	\$ 957,636	27.46%

Fire Administration	2011-2012	2012-2013	2013-2014	2013-2014
Full Time Equivalent Positions	Budget	Budget	Budget	Additions
Fire Chief	1	1	1	
Assistant Fire Chief	1	1	1	
Administrative/Technical Services	1	1	1	
Secretary	1	1	1	
Total	4	4	4	



## **FIRE PREVENTION**

### **MISSION STATEMENT:**

The mission of the Mansfield Fire Department Prevention department is to reduce the risk of fire in the community, protect the existing tax base, protect the existing job market, enforce laws relating to fire and life safety issues and support the efforts of other city departments.

### **Department at a Glance**

The Fire Prevention department budget increased 3.78% in FY 2013-2014 due to a 3% salary adjustment. The department consists of the Fire Marshal and four (4) Fire Inspectors. The general responsibilities include public education, fire inspection, fire investigation, gas well inspections and emergency management.

### **Key Goals and Objectives**

#### **Goal 1**

Increase the Prevention Department staffing.

##### **Objectives:**

- Hire a dedicated plans examiner to address day-to-day completion of plan reviews and assist with fire code recommendations as needed.
- Add one (1) additional inspector/investigator to enhance the department by allowing participation in inspections, public education, investigations and community service events.

#### **Goal 2**

Continue to provide current department staff with advanced training opportunities.

##### **Objectives:**

- Provide continuing education opportunities for current Arson and Fire Investigators to maintain and enhance certifications.

- Provide continuing education and training in all facets of fire prevention including public education, fire and arson investigation, inspections and plan reviews in order to provide better services to the citizens and customers of the City.

#### **Goal 3**

Streamline Fire Prevention Activities.

##### **Objectives:**

- Precede with the adoption of the 2012 International Fire Code and Local Amendments.
- Enhance the process of fire safety inspections to maintain annual inspections of all businesses within the city and enhance plan review and permitting processes to provide improved customer service.
- Cross Train staff members in all areas of duties and responsibilities allowing for better support of citizens, business owners, developers and other city staff.

### Performance Objectives

- Increase public education.
- Develop and implement a company inspection program.
- Increase the number of annual inspections.

	Actual 2010/2011	Actual 2011/2012	Budget 2012/2013	Budget 2013/2014
Fire Prevention				
Demand				
Inspections	2,305	2,850	2,008	2850
Alarm Inspections		725	515	520
Fires Investigated	48	61	48	50
Workload				
Gas Well Inspections	502	458	1,026	1200
Plan reviews	176	352	378	385
Certificate of Occupancy Requested	382	395	395	280
Productivity				
Avg. Cost per Citizen	\$ 7.68	\$ 7.68	\$ 10.89	11.62
Citizen Attendance of Classes	27,171	25,500	26,500	27500
Effectiveness				
Fire deaths	0	0	0	0
ISO Rating	2	2	2	2

### Measurable Outcomes:

- Increase the Prevention Department staffing.
- Continue to provide current department staff with advanced training opportunities.
- Streamline Fire Prevention Activities.

Fire Prevention	Actual	Budget	Budget	% Change
Summary	2011-2012	2012/2013	2013/2014	2013/2014
Personnel Services	\$ 552,488	\$ 545,421	\$ 586,342	7.50%
Operations	54,567	80,596	63,322	-21.43%
Capital				
Projects				
Total	\$ 607,055	\$ 626,018	\$ 649,664	3.78%

Fire Prevention	2011-2012	2012-2013	2013-2014	2013-2014
Full Time Equivalent Positions	Budget	Budget	Budget	Additions
Fire Marshal	1	1	1	
Fire Inspector	5	4	4	
Total	6	5	5	

## EMERGENCY MANAGEMENT

### MISSION STATEMENT:

The Office of Emergency Management shall coordinate all Emergency Management and Homeland Security activities to protect the citizens, employees and visitors of the City of Mansfield. The OEM shall coordinate planning, preparation,, response to, and recovery from man-made and natural disasters and conduct mitigation activities to lessen the likelihood or impact of a disaster.

### Department at a Glance

The Emergency Department budget increased 7.43% in FY 2013-2014 due to increases in estimated activation expenses for the Emergency Operations Center.. No staff is assigned full-time to this department. The duties of the Emergency Management Coordinator are currently being filled by the Assistant Fire Chief.

### Key Goals and Objectives

#### Goal 1

Maintain the requirements for Planning, Training and Exercises as set forth by the Governor's Division of Emergency Management.

##### Objectives:

- Utilize local special events as exercises and training opportunities.
- Achieve Intermediate level for Training and Exercises.
- Attend Texas Department of Emergency Management conferences.
- Participate in regional exercises.
- Upgrade EOC including communications and display capabilities.

#### Goal 2

Continue to improve community notification, interaction and public education.

##### Objectives:

- Continue to establish citizen registration on Code Red and weather warning systems and

expand CODE RED capabilities by creating a larger bank of minutes.

- Meet with local civic groups, schools and other organizations to present information related to emergency management.
- Achieve Storm Ready Certification from the National Weather Service.
- Encourage the use of Weather Warning Receivers at assembly areas.
- Partner with Ham Radio Operators for back-up communications ability.

#### Goal 3

Actively pursue alternative funding methods to improve the community's ability to prepare for, respond to and recover from natural and man-made hazards.

##### Objectives:

- Continue to work on Homeland Security, Terrorism Prevention and Urban Area Security Initiative and Commercial Equipment Direct Assistance Program Grants.
- Apply for Pre-Disaster Mitigation Grants, Hazard Mitigation Grants and Flood Mitigation Grants where appropriate.

### Performance Measures

- Complete Emergency Management Exercises.
- Continue to active the EOC during severe weather alerts.

Emergency Management	Actual 2010/2011	Actual 2011/2012	Budget 2012/2013	Budget 2013/2014
Demand				
Diaster Declarations	2	0	2	0
Code Red notification launches	10	37	38	40
Weather Warning Notification Launch	100	63	75	80
Workload				
Exercises Participated	3	1	3	4
Emergency Management Plan Update:	24	12	6	10
Productivity				
Average Cost per citizen	\$ 0.54	\$ 0.56	\$ 0.55	\$ 0.59
EOC Activations	10	8	12	12
Effectiveness				
Severe Weather deaths	0	0	0	0

### Measurable Outcomes:

- Maintain the requirements for Planning, Training and Exercises as set forth by the Texas Division of Emergency Management.
- Continue to improve community notification, interaction and public education.
- Actively pursue alternative funding methods to improve the community's ability to prepare for, respond to and recover from natural and man-made hazards.

Emergency Management	Actual	Budget	Budget	% Change
Summary	2011-2012	2012/2013	2013/2014	2013/2014
Personnel Services	\$ 1,448	\$ 2,000	\$ 2,000	0.00%
Operations	28,642	29,599	31,946	7.93%
Capital				
Projects				
Total	\$ 30,090	\$ 31,599	\$ 33,946	7.43%

## **FIRE OPERATIONS AND TRAINING**

### **MISSION STATEMENT:**

The mission of the Fire Operations Rescue department is to provide the citizens of Mansfield, TX with fire suppression, technical rescue and emergency medical services at and above the level required by all regulatory agencies governing this profession and the national consensus standards which indicate best practices for the fire service industry. All objectives are aimed at achieving life safety and property conservation to the fullest extent that is humanly possible.

The mission of the Training Department is to provide as safe and constructive training environment for firefighters as is possible through modern technology; to encourage the development of curriculum and instruction for imparting knowledge of modern, improved and cutting edge methods of firefighting, prevention, emergency medical services and rescue technology; to place members on a higher plane of skill and efficiency as well as cultivate friendship and fellowship among our firefighters.

### **Department at a Glance**

The Operations and Training department includes the Assistant Fire Chief-Operations, three (3) Battalion Chiefs, one (1) training Battalion Chief, six (6) Captains, eight (8) lieutenants, twelve (12) Apparatus Operators and (43) Firefighters. The Fire Operations and Training Department budget increased 2.38% due to a 3% merit increase. Overtime costs were reduced due to anticipated full staffing in FY 2013-2014.

### **Key Goals and Objectives**

#### **Goal 1**

Retain existing personnel, hire an additional five (5) firefighter positions to and raise the minimum staffing level to 22.

#### **Objectives:**

- Direct Officers to promote a happy, healthy and positive work environment.
- Direct officers to maintain discipline and accountability.
- Increasing minimum staffing from 19 to 22 per day to will allow for staffing of additional Battalion Aid/Incident technicians.

#### **Goal 2**

Purchase a new Battalion Vehicle and place the current Battalion Vehicle in training to transport the newly purchased HoverCraft to high water rescue incidents.

#### **Objectives:**

- Seek funding through the city operational budget and grant funding for such purposes.
- Provide a vehicle to transport the swift water team and HoverCraft.

#### **Goal 3**

Increase the training opportunities for Paramedic Field Training Officers, add additional staff to the TRT Swift Water Team and research funding and construction of a Training Tower Facility.

#### **Objectives:**

- Provide training to the FTO's such as cadaver lab and critical care paramedic certification class.
- Send Personnel to area schools for Tech 1 training.
- Research the best training facility to fit the needs of the Mansfield Fire Rescue for the best price and research neighboring cities to partner in the construction of a training facility.

### Performance Objectives

- Provide a high level of fire and EMS service
- Upgrade and expand departmental training.
- Improve communication and decrease response times

	Actual 2010/2011	Actual 2011/2012	Budget 2012/2013	Budget 2013/2014
<b>Fire Operations</b>				
<b>Demand</b>				
Calls for Service	7,084	7,901	7,911	8,704
Calls for EMS Service	2,903	3,100	3,182	3,787
Structure Fires	92	90	88	96
<b>Workload</b>				
Patients Seen	2,662	2,810	2,979	3,275
Patients Transported	1,955	2,084	2,209	2,430
Minimum Staffing per Day	19	19	21	21
Mutual Aid Given	152	125	114	125
Fleet Maintained	20	20	23	24
Average Ambulances Staffed per Day	3	3	3	3
<b>Productivity</b>				
Average Cost per citizen	\$ 121.78	\$ 132.80	\$ 144.94	\$ 154.69
FTE per Capita	1.20	1.24	1.31	1.39
<b>Effectiveness</b>				
Calls Answered under 8 minutes	83%	85%	85%	90%
Fire Deaths	0	0	0	0
Total Dollar Loss-Fire				
Total Dollars Saved	\$ 5,099,125	\$ 29,085,664	\$ 17,354,800	\$ 39,236,662
Mandatory Training Provided	Over 100%	Over 100%	Over 100%	Over 100%

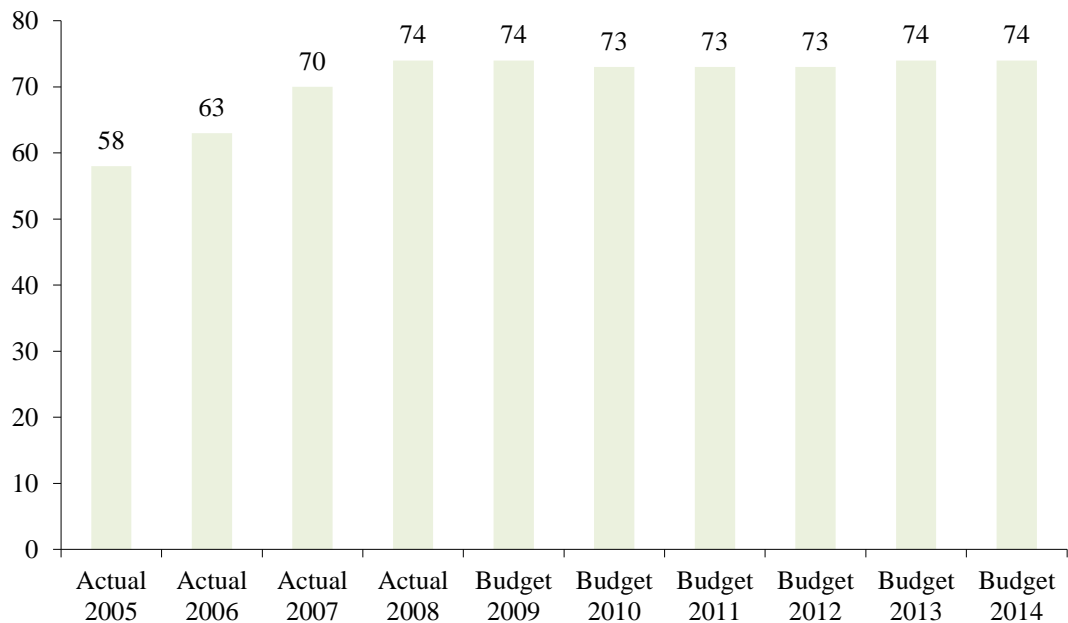
### Measurable Outcomes:

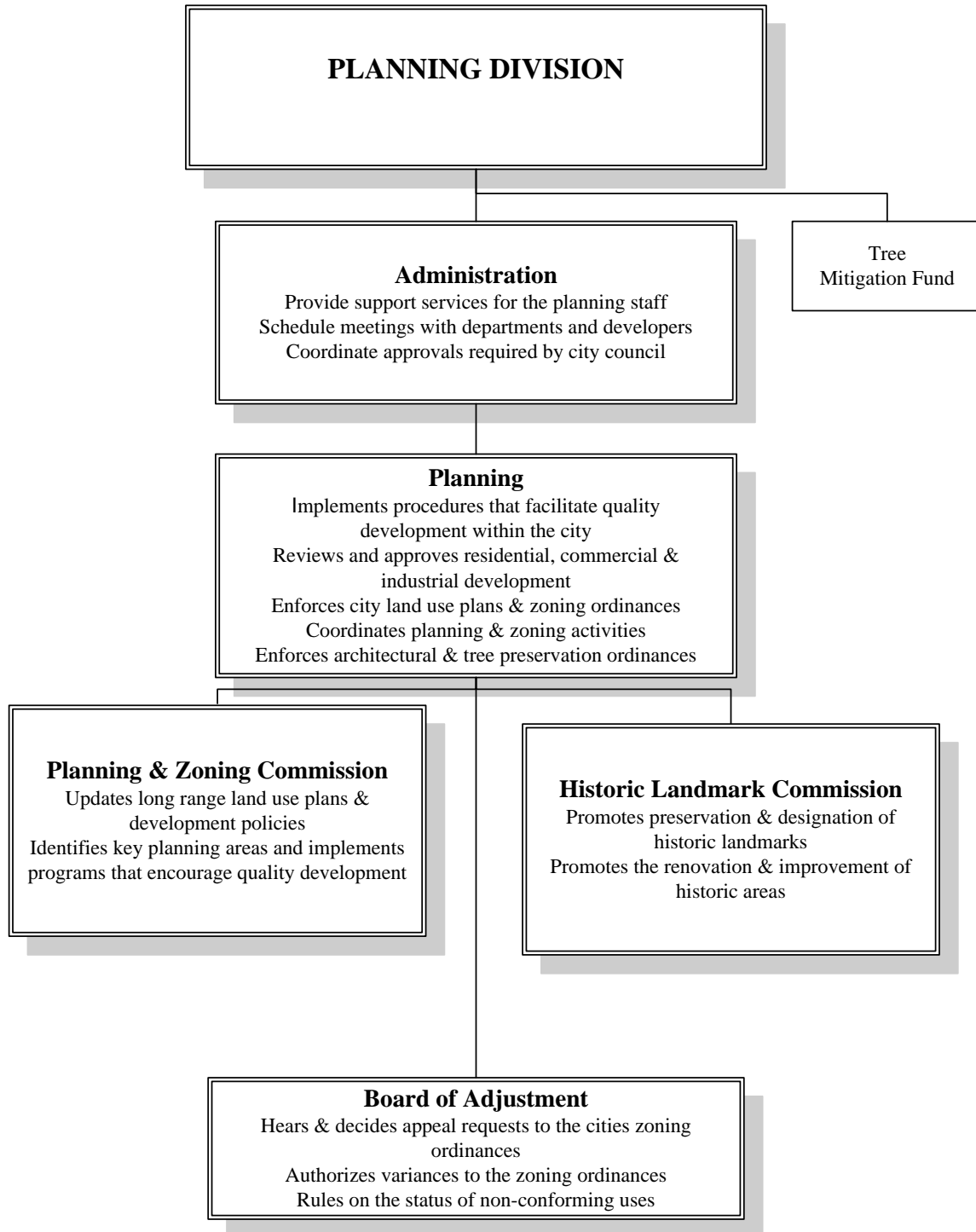
- Retain existing personnel, hire seven (7) frozen firefighter positions to and hire additional firefighter positions to fill existing vacancies.
- Purchase new equipment including brush truck, lifepak units and swift water airboat and complete facility improvements.

Fire Operations Summary	Actual 2011-2012	Budget 2012/2013	Budget 2013/2014	% Change 2013/2014
Personnel Services	\$ 7,059,667	\$ 7,563,703	\$ 7,645,359	1.08%
Operations	691,454	769,236	886,224	15.21%
Capital Projects				
Total	\$ 7,751,121	\$ 8,332,938	\$ 8,531,583	2.38%

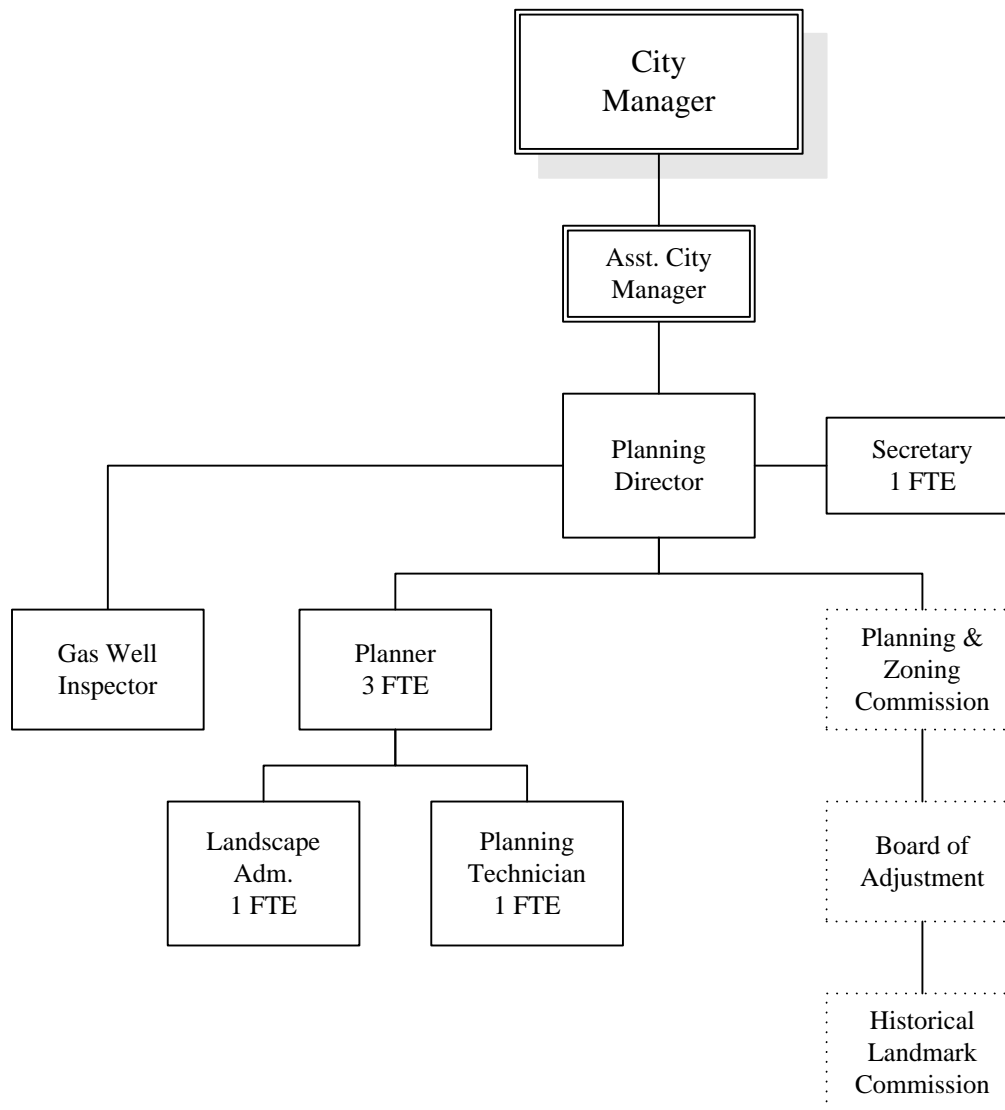
Fire Operations Full Time Equivalent Positions	2011-2012 Budget	2012-2013 Budget	2013-2014 Budget	2013-2014 Additions
Assistant Fire Chief	1	1	1	
Battalion Chiefs	4	4	4	
Training Captain	2	1	1	
Captains	6	6	6	
Lieutenants	6	7	7	
Apparatus Operator	12	12	12	
Firefighter	42	43	43	
Total	73	74	74	

### Historical Staffing Levels









### At a Glance

#### The Planning Division Highlights

- ❑ The Planning Division is projected to answer 8,760 informational requests in FY 2013-2014.

## DIVISION AT A GLANCE

### PLANNING DIVISION

#### Budget Summary

The Planning & Development Division includes the Planning Department, Planning & Zoning, Historic Landmark Commission, Board of Adjustment and the Tree Mitigation Fund. The Tree Mitigation Fund summary will be found in the Special Revenue Funds section of the budget. Several boards and commissions operations are funded through this division including the Planning & Zoning commission, consisting of a seven (7) member board, the Historic Landmark Commission consisting of a six (6) member board and the Board of Adjustment consisting of a (5) member board. The Planning Division budget increased 6.24% due to a 3% merit adjustment and additional costs of advertising.

	Actual	Budget	Budget	% Change
Departments	2011-2012	2012/2013	2013/2014	2013/2014
Planning	\$ 732,981	\$ 758,439	\$ 803,838	5.99%
Planning & Zoning	5,868	6,842	9,519	39.12%
Historic Landmark	765	4,261	4,322	1.42%
Board of Adjustment	1,375	3,089	3,135	1.47%
<b>Total</b>	<b>\$ 740,989</b>	<b>\$ 772,631</b>	<b>\$ 820,814</b>	<b>6.24%</b>

Division	Actual	Budget	Budget	% Change
Summary	2011-2012	2012/2013	2013/2014	2013/2014
Personnel Services	\$ 709,494	\$ 726,277	\$ 767,738	5.71%
Operations	31,495	46,355	53,076	14.50%
Capital Projects				
<b>Total</b>	<b>\$ 740,989</b>	<b>\$ 772,631</b>	<b>\$ 820,814</b>	<b>6.24%</b>

Planning Division	2011-2012	2012-2013	2013-2014	2013-2014
Full Time Equivalent Positions	Budget	Budget	Budget	Additions
Director of Planning		1	1	1
Planners		3	3	3
Secretary		1	1	1
Landscape Administrator*		1	1	1
Planning Technician		1	1	1
Gas Well Inspector		1	1	1
<b>Total</b>		<b>8</b>	<b>8</b>	<b>8</b>

\*Landscape Administrator is funded from Tree Mitigation Proceeds.

## **PLANNING ADMINISTRATION**

### **MISSION STATEMENT:**

The mission of the Planning Administration department is to enhance the quality of life for the citizens of Mansfield by encouraging quality growth, development, redevelopment and stabilization of neighborhoods through a concentrated effort of planning, land use controls and historic preservation.

### **Department at a Glance**

The Planning Administration department includes the Director of Planning, Secretary, four (4) Planners, Gas Well Inspector and Landscape Administrator. The Planning Administration budget increased 5.99% due to a 3% salary adjustment and supply cost increases.

### **Key Goals and Objectives**

#### **Goal 1**

Provide professional, administrative and technical planning services.

Objectives:

- Provide planning services to City Council, Planning & Zoning Commission and the citizens of Mansfield.
- Prepare and publish notices, agendas and minutes for the Planning & zoning Commission, Zoning board of Adjustment and Historic Landmark Commission.
- Prepare staff reports to the City Council, Planning and Zoning Commission, Zoning Board of Adjustment and Historic Landmark Commission.

#### **Goal 2**

Improve the development application processes, procedures, coordination and communication.

Objectives:

- Examine current application forms, processes and procedures.
- Define and introduce specific service delivery improvements.

- Provide a streamlined development review process.

#### **Goal 3**

Implement the City's development plans and ordinances.

Objectives:

- Recommend plans, projects and amendments to the city's development ordinances to improve the quality of development.
- Provide assistance and education to developers and citizens on the City's development regulations.
- Promote redevelopment of the older parts of Mansfield through planning and financing efforts.

#### **Goal 4**

Inspect and provide reports on all gas well activity within the City of Mansfield.

Objectives:

- Inspect all gas well sites at least one time per month
- Ensure gas well regulations and ordinances are followed on all drilling sites.
- Provide regular reports and respond to any emergency situations that may develop.

### Performance Objectives

- Provide professional, administrative and technical planning services.
- Improve development processes, procedures, coordination and communications.
- Implement the City's development plans and ordinances.
- Regular inspect all gas well activity within the city.

	Actual 2010/2011	Actual 2011/2012	Budget 2012/2013	Budget 2013/2014
Planning				
Demand				
Departments	7	7	7	7
Informational Requests	8,560	8,760	8,760	9,023
Rezoning Requests	10	9	13	13
Residential Lots Platted	60	184	569	586
Gas Wells	179	193	217	217
Workload				
Gas Well Inspections per Week	15	15	15	15
Meetings Attended	89	71	120	120
Commercial Acres Platted	54	33	50	50
Planning & Zoning Meetings	24	17	24	24
Zoning amendments proposed	1	3	3	3
Productivity				
Agendas prepared	27	25	48	48
Informational Requests	8,560	8,760	8,760	9,023
Land Use Plans Adopted	0	1	0	0
Plats Approved within 30 days	100%	100%	100%	100%
Effectiveness				
Informational requests processed	8,560	8,760	8,760	9,023
Plats Approved within 30 days	100%	100%	100%	100%

### Measurable Outcomes:

- All plats have been approved within 30 days and are expected to continue in FY 2013-2014.
- All gas wells will be inspected a minimum of once per month.
- Regular gas well activity reports will be available to staff and citizens via the City of Mansfield website.

## PLANNING AND ZONING COMMISSION

### MISSION STATEMENT:

The mission of the Planning and Zoning Commission is to continuously provide updated comprehensive Future Land Use Plans and to exercise control over subdivision of land and to advise City Council on matters related to zoning and impact fees.

### Department at a Glance

The Planning & Commission budget increased 39.12% due to estimated increases in filing fee cost. Salary & Benefits are related to overtime cost requirements of the Planning Secretary to attend and record the minutes of the commission meetings.

### Key Goals and Objectives

#### Goal 1

Identify key planning areas within the City of Mansfield and implement programs that encourage quality development and enhance property values.

##### Objectives:

- Conduct periodic review of problems, complaints, concerns and questions about local zoning and development policies and make recommendations regarding appropriate changes to current policies.
- Carry out studies and public hearings for zoning changes and amendments requested by the City Council and identified by staff.
- Conduct changes in Land Use categories and development trends

and make recommendations regarding proper changes to local codes and fees.

#### Goal 2

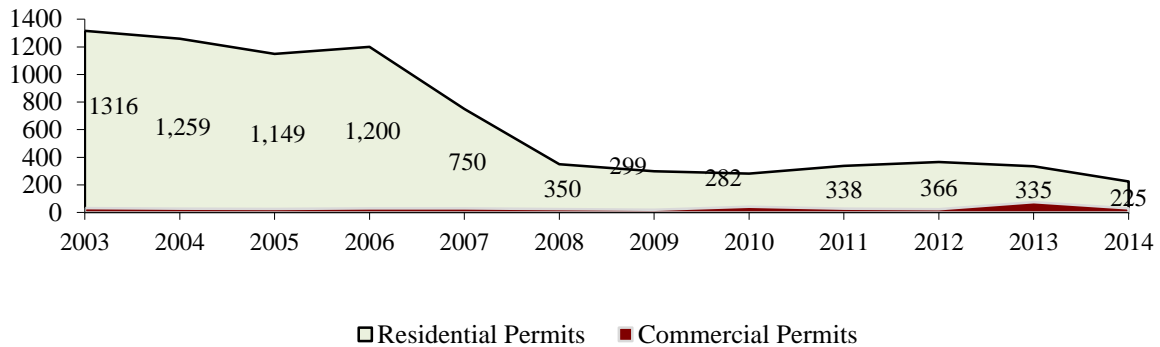
Update long range plans and develop long range policies.

##### Objectives:

- Update the Future Land Use Plan, Thoroughfare Plan, Water & Sewer Plan and Subdivision Ordinances to reflect the changing residential and commercial development areas in and around the City of Mansfield.
- Amend the zoning regulations, to comply with Future Land Use .
- Review the Capital Improvements Plans and Impact Fee Analysis and recommend any changes to City Council.

*Note: No full time positions are budgeted in this activity. Performance measures and measurable outcomes may be found in the Planning Department overall performance measures*

### Historical Permit Activity



## HISTORIC LANDMARK COMMISSION

### MISSION STATEMENT:

The mission of the Historic Landmark Commission is to promote the restoration and preservation of the City of Mansfield's valuable heritage and historic resources.

### Department at a Glance

The Historic Landmark Commission budget increased 1.43% due to additional advertising and postage increases. Salary & Benefits are related to overtime cost requirements of the Planning Secretary to attend and record the minutes of the commission meetings.

### Key Goals and Objectives

#### Goal 1

Promote the preservation and designation of historic landmarks.

##### Objectives:

- Set priorities for implementation of goals and objectives identified in the Historic Preservation Plan.
- Review nominations of properties that are submitted to the City of Mansfield or State of Texas for designation as recorded historic landmarks.
- Provide training to members of the commission related to the promotion and review of historic landmarks.
- Apply for state and federal grants.

#### Goal 2

Promote the renovation and improvement of the Historic downtown area.

##### Objectives:

- Encourage private property and business owners to preserve and restore historic landmarks within the downtown area.
- Evaluate proposed restoration work on historic landmarks to ensure compliance with the design guidelines for downtown Mansfield.

*Note: No full time positions are budgeted in this activity. Performance measures and measurable outcomes may be found in the Planning Department overall performance measures.*

## BOARD OF ADJUSTMENT

### MISSION STATEMENT:

The mission of the Board of Adjustment is to hear appeals and requests for variances related to the implementation of the City of Mansfield Zoning Ordinance.

### Department at a Glance

The Board of Adjustment budget increased 1.47% due to additional postage costs. Salary & Benefits are related to overtime cost requirements of the Planning Secretary to attend and record the minutes of the board meetings.

### Key Goals and Objectives

#### Goal 1

Ensure fair and equitable implementation of the City of Mansfield's zoning policies and act in the best interest of the community consistent with the spirit and the intent of the Zoning ordinance.

#### Objectives:

- Hear and decide appeals when it is alleged that there is an error in any order, requirement, decision or determination made by the zoning administrative official in

enforcement of the Zoning Ordinance.

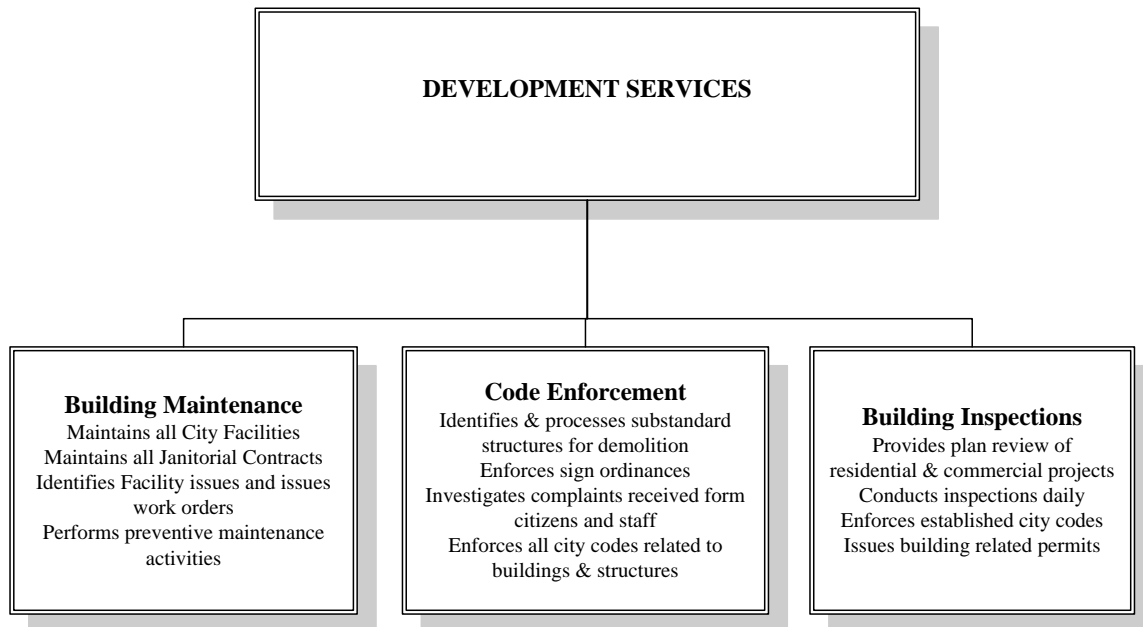
- Authorize upon appeal variances from the provisions of the zoning ordinance that will not be contrary to the public interest where owing special conditions of a literal enforcement of the provisions will result in unnecessary hardships.
- Rule on the status of questionable non-conforming uses.

*Note: No full time positions are budgeted in this activity. Performance measures and measurable outcomes may be found in the Planning Department overall performance measures*

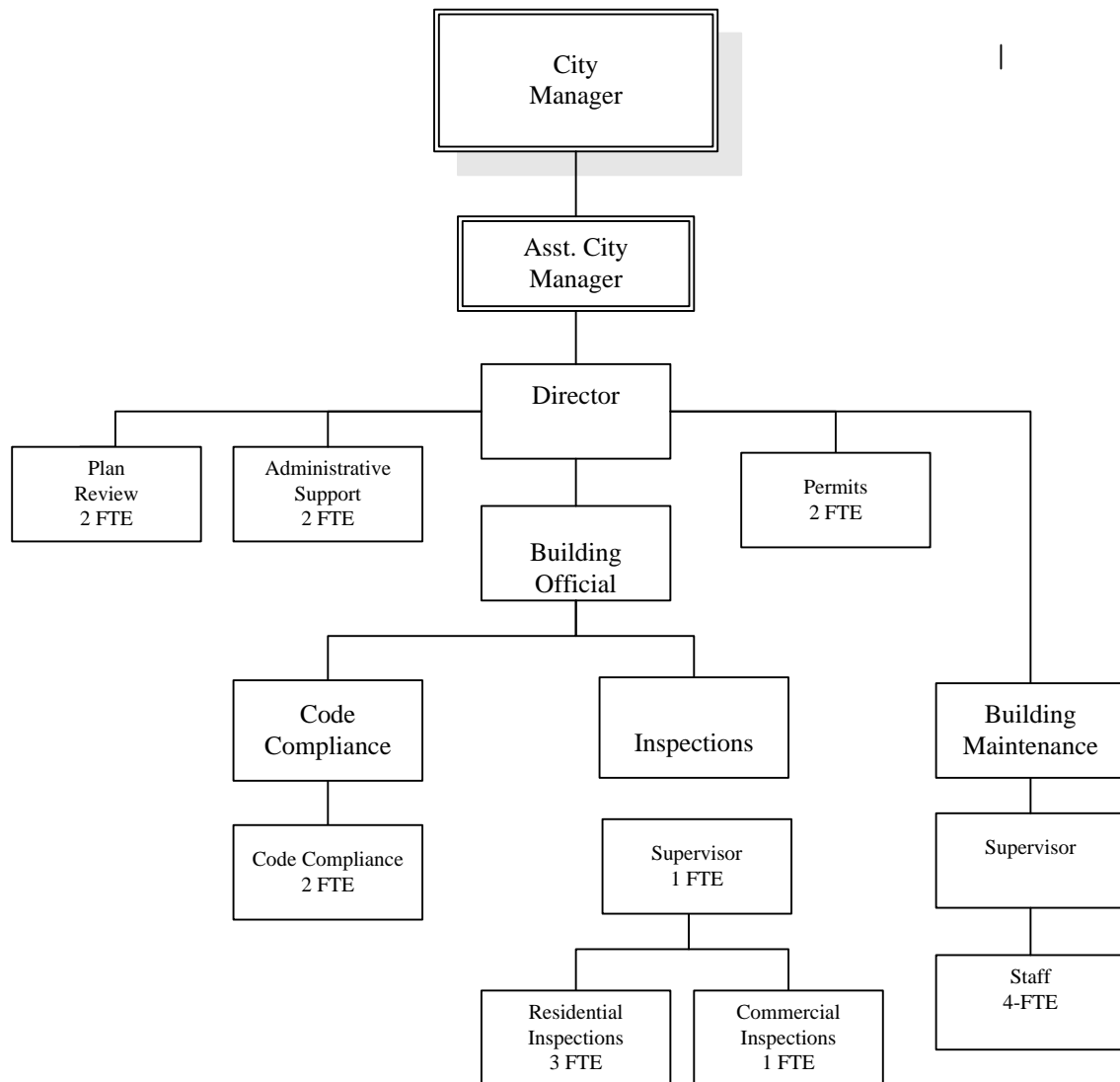
### Do You Know?



In 2013, the City added 75 new commercial properties valued at \$48,859,504







### At a Glance

#### The Building Division Highlights

- ☐ Residential building permit applications for FY 2013-2014 are estimated to be 225
- ☐ Inspection requests are answered within 5 business days.

## DIVISION AT A GLANCE

### DEVELOPMENT SERVICES DIVISION

#### Budget Summary

The Building Services Division includes Code Enforcement, Building Inspections and Building Maintenance. The staff enforces both code and inspection requirements throughout the city. The Building Services Division budget increased 1.08%.

Building Services Departments	Actual 2011-2012	Budget 2012/2013	Budget 2013/2014	% Change 2013/2014
Operations	\$ 1,166,610	\$ 1,362,522	\$ 1,465,426	7.55%
Building Maintenance	897,822	1,079,338	1,002,728	-7.10%
<b>Total</b>	<b>\$ 2,064,433</b>	<b>\$ 2,441,861</b>	<b>\$ 2,468,154</b>	<b>1.08%</b>

Division Summary	Actual 2011-2012	Budget 2012/2013	Budget 2013/2014	% Change 2013/2014
Personnel Services	\$ 1,355,212	\$ 1,639,988	\$ 1,650,948	0.67%
Operations	709,221	801,872	817,206	1.91%
Capital Projects				
<b>Total</b>	<b>\$ 2,064,433</b>	<b>\$ 2,441,861</b>	<b>\$ 2,468,154</b>	<b>1.08%</b>

Building Services Full Time Equivilent Positions	2011-2012 Budget	2012-2013 Budget	2013-2014 Budget	2013-2014 Additions
Building Official		1	1	1
Enforcement Supervisor		1	1	1
Code Compliance Inspector		1	1	1
Secretary		1	1	1
Senior Permit Technician		1	1	1
Senior Plans Examiner		1	1	1
Enforcement Officers		2	2	2
Asstistant Building Official		1	1	1
Building Inspectors		5	5	5
Clerk		1	1	1
Building Maintenance Supervisor		1	1	1
Building Maintenance Technician		3	3	3
Custodians		2	1	1
<b>Total</b>		<b>21</b>	<b>20</b>	<b>20</b>

## **BUILDING SERVICES**

### **MISSION STATEMENT:**

The mission of the Building Services Division is to ensure the safe and lawful use of buildings and properties by enforcing building and construction codes which safeguard each citizen's health, property and welfare by facilitating complaint development with integrity, efficiency and professionalism. The City of Mansfield Development Services is committed to becoming a premier municipal building organization dedicating to enhancing the quality of life for all Mansfield citizens and making our city safer. We are committed to improving performance and developing procedures that are streamlined, understandable and transparent.

### **Department at a Glance**

The Building Division budget includes the building official, enforcement supervisor, code compliance inspector, administrative assistant, senior permit technician, plans examiner, two (2) code enforcement officers, assistant building official, five (5) building inspectors and one clerk. The Building Services department increased 7.55% due to a 3% merit increase and increased code enforcement activities.

### **Key Goals and Objectives**

#### **Goal 1**

Work with parties (design professionals, developers and city staff) involved in the development and revitalization of structures within the city to enhance and improve as needed our process to promote development and ensure safe and habitable buildings.

#### **Objectives:**

- Continue to work with various city departments and be proactive in identifying development hindrances and work with the development team to find solutions.
- Meet with the development team as often as needed to promote a smooth transition for issuance of a building permit.
- Review preliminary design assumptions.
- Maintain aesthetics of properties within the city limits through the use of proactive educational approach to code enforcement with the emphasis on main city streets that will invite people to shop, visit and reside in the city.

- Utilize consistent, fair and equitable approach to code enforcement and encourage voluntary compliance with ordinance violations.
- Code enforcement staff will continue volunteering efforts, participate in community events and support programs to provide excellence in service and positive interaction within the community.

#### **Goal 2**

Develop and build a competent staff.

#### **Objectives:**

- Develop a set of written and organized standard operational guidelines to ensure competency, consistency and efficiency in our work force and operation.
- Review and update existing departmental policies and procedures developing new ones as needed.
- Develop cross training for personnel to broaden scope of services to the community thus improving customer service by providing quick and reliable inspection services.

- Pursue educational opportunities for staff to grow in the profession.
- Have weekly/monthly staff meetings to provide an opportunity for staff to discuss status of projects, problems they faced in the field or office, updates to codes, ordinances and laws.
- Conduct field inspections with an educational approach to create a positive relationship with the community's businesses.

### Goal 3

Prepare for the future.

Objectives:

- Research and purchase equipment as needed for a virtual environment that will allow us to improve the permitting process, track inspections, backup records and maintain accurate information.
- Update software and equipment to enable the ability to develop professional informational handouts for the education of the citizens, general public and professionals.

- Expedite the review process between departments to streamline the permitting process thus enhancing customer service.

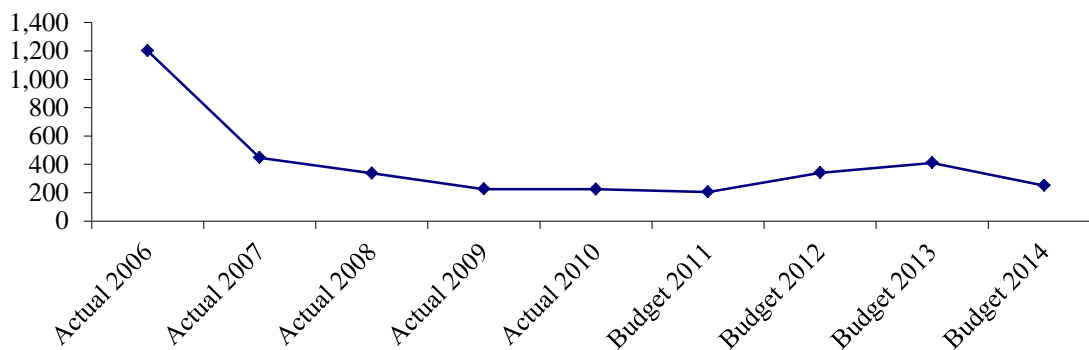
### Goal 4

Maintain communication with other jurisdictions, state and federal governmental entities to ensure regional consistency and stay informed with legislation changes, laws and mandates.

Objectives:

- Attend North Central Council of Government meetings.
- Attend North Texas Chapter of International Code Council meetings.
- Attend Building Official Association of Texas meetings.
- Continue communications with other jurisdictions and agencies through media outlets (e-mail and internet) and personal contact (phone and meetings).

Historical Residential Building Permit Activity



### Performance Objectives

- Improve external and internal customer service.
- Update technology and provide additional workspace.
- Improve documentation of enforcement and inspection actions.

Building Services	Actual 2010/2011	Actual 2011/2012	Budget 2012/2013	Budget 2013/2014
Demand				
Substandard Structures Identified	26	35	30	30
Permit Applications	5,525	5,356	5,938	5,600
Residential Building Permits Issued	205	195	216	170
Workload				
Commercial Permits Issued	17	38	52	62
Residential Building Permits Issued	205	195	216	170
Total Code Compliance Complaints	1,196	2,041	2,500	2,700
Productivity				
Substandard Structures Removed	5	1	3	3
Substandard Structures brought to Code	21	32	27	27
Forced Mows	125	100	120	140
Total Inspections by Inspectors	6,346	5,823	6,400	6,100
Signs Removed	720	803	950	1,025
Effectiveness				
Substandard Structures brought to Code	21	32	27	27
Substandard Structures Removed	21	32	27	27
Residential Inspections within 5 Days	100%	100%	100%	100%
Total Permits Issued	5,489	5,304	5,600	5,800

### Measurable Outcomes:

- All inspections will be completed within 5 days.
- Code Enforcement activities will work with all departments to identify code enforcement violations.

Building Services Departments	Actual 2011-2012	Budget 2012/2013	Budget 2013/2014	% Change 2013/2014
Personnel Services	\$ 1,103,905	\$ 1,290,528	\$ 1,364,757	5.75%
Operations	62,705	71,994	100,668	39.83%
Total	\$ 1,166,610	\$ 1,362,522	\$ 1,465,426	7.55%

## **BUILDING MAINTENANCE DEPARTMENT**

### **MISSION STATEMENT:**

The mission of the Building Maintenance Department is to maintain an environment that is safe, pleasant and functional for all employees and the general public by administering corrective, preventative and planned maintenance to all city owned facilities. In addition, the department provides custodial services for city hall, the Mansfield Activity Center and Mansfield Library.

### **Department at a Glance**

The Building Maintenance department is responsible for all city owned facilities including City Hall, Public Safety buildings, Library, Activity Center, Law Enforcement Center and Station House. The department budget decreased 7.10% due to one position being frozen and reduction in contract service requirements. The Building Maintenance Department includes one supervisor, three (3) technicians and one (1) custodian. One (1) custodian position has been moved to the Police Division.

### **Key Goals and Objectives**

#### **Goal 1**

Expand, execute and manage the preventive maintenance program which will protect the city's assets.

##### **Objectives:**

- Develop a work order system to manage requests for maintenance and repair.
- Develop a maintenance checklist for all city buildings that will reduce major maintenance projects.

#### **Goal 2**

Perform day to day cleaning, maintenance and repair of existing city buildings to meet the expectations of the citizens and staff.

##### **Objectives:**

- Provide daily custodial services for city buildings.

- Conduct monthly services on city buildings and equipment and appliances.
- Ensure that required federal, state and local annual inspections are properly conducted and documented.

#### **Goal 3**

Review custodian contracts to ensure that the highest standards are being provided within the budget that has been established.

##### **Objectives:**

- Review the continued utilization of the cooperative purchasing program for custodial services with Tarrant County.
- Solicit bids from private vendors to provide custodial services.
- Review the option of hiring city employees to provide required custodial services.

### Performance Objectives

- Improve external and internal customer service.
- Update technology and provide additional workspace.
- Improve documentation of enforcement and inspection actions.

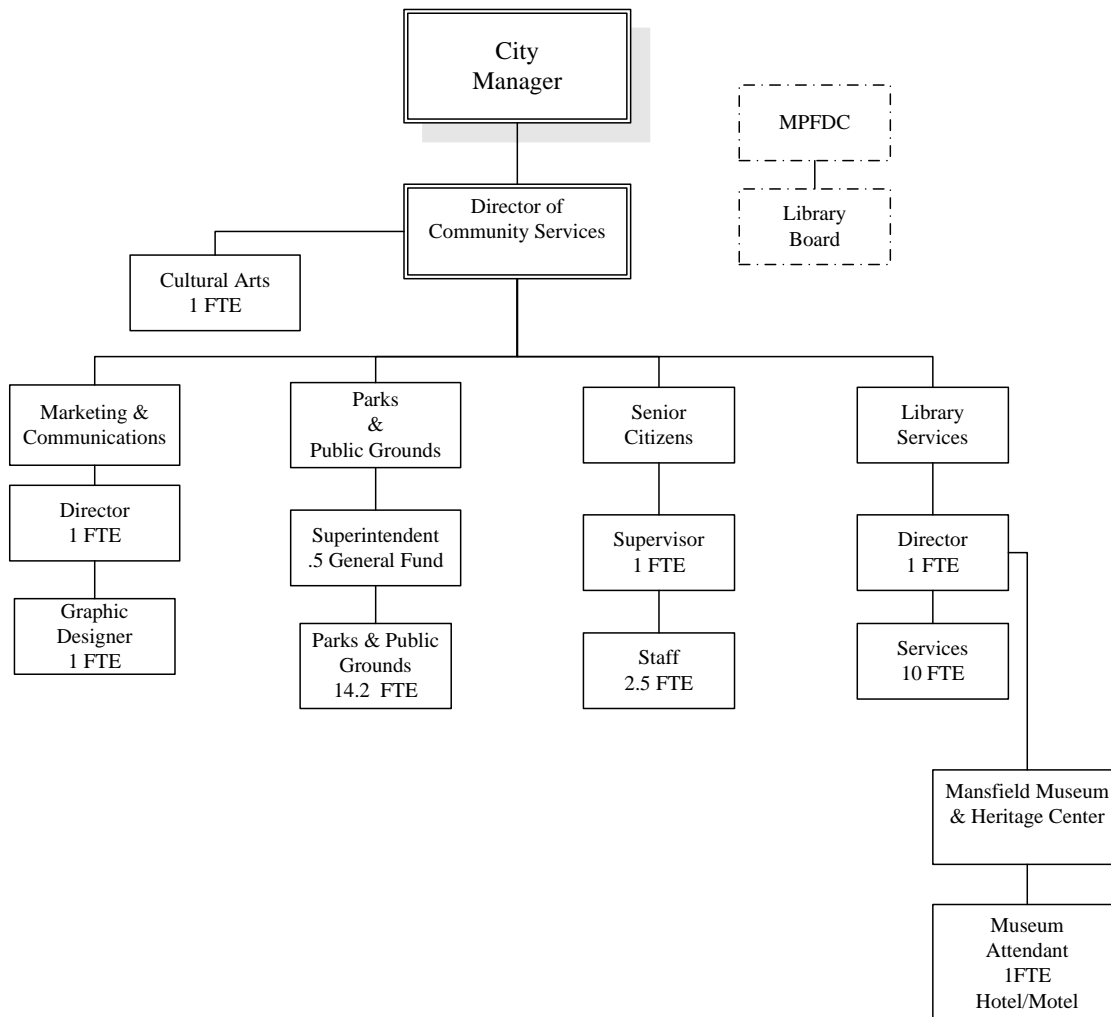
	Actual 2010/2011	Actual 2011/2012	Budget 2012/2013	Budget 2013/2014
Building Maintenance				
Demand				
Municipal Facilities	66	66	66	66
Square Footage Maintained	313,768	313,768	309,136	309,136
Work Orders (annually)	1,050	1,300	1,400	1550
Workload				
Monthly Preventative Maintenance Inspec	102	75	75	75
Daily Buildings Cleaned	12	7	7	7
Work Orders completed	1,000	1,280	1,360	1400
New Square Footage	4,507			
Productivity				
Elevator Lifts maintained	4	4	4	4
Daily Buildings Cleaned	12	7	7	7
Maintenance Contracts Monitored	11	4	4	4
Effectiveness				
Staff Complaints	5	6	4	4
Citizen Complaints	None	None	None	None
Work Orders completed within 30 days	100%	97%	97%	98%
Cost per Square Foot	\$ 3.20	\$ 2.86	\$ 2.98	\$ 3.25

### Measurable Outcomes:

- Complaints from citizens and staff are have been reduced by 95%.
- All work orders are completed within 30 days.

Building Maintenance Departments	Actual 2011-2012	Budget 2012/2013	Budget 2013/2014	% Change 2013/2014
Personnel Services	\$ 251,307	\$ 349,461	\$ 286,191	-18.11%
Operations	646,516	729,878	716,537	-1.83%
Total	\$ 897,822	\$ 1,079,338	\$ 1,002,728	-7.10%

Building Maintenance Full Time Equivilent Positions	2011-2012 Budget	2012-2013 Budget	2013-2014 Budget	2013-2014 Additions
Building Maintenance Supervisor	1	1	1	
Building Maintenance Technician	3	3	3	
Custodians	2	1	1	
Total	6	5	5	



General Fund

**At a Glance**  
**“ The Community Services Division Highlights”**

- ☐ Acres of City Facilities Maintained 31
- ☐ Parks Maintained 13
- ☐ Acres of Park Land 802
- ☐ Programs offered 800



## DIVISION AT A GLANCE

### COMMUNITY SERVICES DIVISION

#### Budget Summary

The Community Services Division includes the Senior Lifestyles, Public Grounds, Communications & Marketing, Library and Cultural Services. In FY 2013-2014, the Community Services Division budget increased 6.60% primarily due to a 3% merit increase, increases in contract costs, new service areas to maintain and additional supplies.

Departments	Actual 2011-2012	Budget 2012/2013	Budget 2013/2014	% Change 2013/2014
Senior Citizens	\$ 207,216	\$ 222,659	\$ 229,539	3.09%
Parks	1,626,934	1,792,616	1,951,689	8.87%
Comm. & Marketing	246,276	284,284	292,546	2.91%
Irrigation*	22,765	-		
Library	707,038	912,392	955,880	4.77%
Cultural Services	81,077	180,970	187,048	3.36%
Total	\$ 2,891,305	\$ 3,392,921	\$ 3,616,701	6.60%

*\*Only utility costs for the existing city owned irrigation is included.in 2014.*

Division Summary	Actual 2011-2012	Budget 2012/2013	Budget 2013/2014	% Change 2013/2014
Personnel Services	\$ 1,712,741	\$ 2,044,663	\$ 2,177,763	6.51%
Operations	1,178,564	1,348,257	1,438,938	6.73%
Capital Projects				
Total	\$ 2,891,305	\$ 3,392,921	\$ 3,616,701	6.60%

Community Services	2011-2012	2012-2013	2013-2014	2013-2014
Full Time Equivalent Positions	Budget	Budget	Budget	Additions
Administrative Assistant*	1.2	1.2	1.2	
Communications Director	1	1	1	
Graphic Arts Director	1	1	1	
Parks Superintendent*	0.5	0.5	0.5	
Crew Supervisor*	0.2	0.2	0.2	
Tradesman *	14.5	14.5	14.5	
Cultural Arts Coordinator	1	1	1	
Senior Citizen Director	1	1	1	
Senior Citizen Part-Time Staff	2.5	2.5	2.5	
City Librarian	1	1	1	
Assistant City Librarian	1	1	1	
Administrative Assistant	1	1	1	
Library Assistant	1	1	1	
Youth Services Librarian	1	1	1	
Library Systems Manager	1	1	1	
Librarian	1	1	1	
Part-Time Staff	4	4	4	
<b>Total</b>	<b>33.9</b>	<b>33.9</b>	<b>33.9</b>	

\*FTE split with Mansfield Parks Facilities Development Corporation





The Community Services Division maintains 805 acres of parks and 75 miles of right of ways.



## SENIOR LIFESTYLES PROGRAM

### MISSION STATEMENT:

The mission of the Senior Lifestyles program is to provide a multifaceted service and referral program tailored to meet the needs of adults 55 years of age and older; to enhance the dignity of seniors 55+ while supporting their wellness and independence and encourage their community involvement; and to provide the seniors in the community with the opportunity to experience an optimal quality of life.

### Department at a Glance

The Senior Citizen budget includes the Senior Citizen Coordinator, one (1) senior activities specialist, three (3) part-time bus drivers and one (1) part-time record keeper. The Senior Citizen budget increased 3.09% in FY 2013-2014 due to a 3% salary adjustment.

### Key Goals and Objectives

#### Goal 1

Increase fitness and wellness programs geared toward older adults

##### Objectives:

- Continue offering programs that promote healthy nutrition and active lifestyles.
- Continue providing speakers from the community on various wellness topics.
- Keep focused on programs that enable older adults to continue being an integral part of their community.

#### Goal 2

Increase revenue through low-cost fee based program offerings.

##### Objectives:

- Distribute and evaluate participant surveys to determine new program opportunities.
- Increase awareness of program offerings within the community.

#### Goal 3

Develop more partnerships within the community that will enhance the image of older adults and promote positive understanding of aging in the community.

##### Objectives:

- Continue marketing to the community.
- Continue offering sponsorship opportunities.
- Continue speaking for various groups.

### Performance Objectives

- Encourage older adults to attend programs at the activities center.
  - Develop a broad public information system.
- Increase membership and participation by senior's and local merchants

	Actual 2010/2011	Actual 2011/2012	Budget 2012/2013	Budget 2013/2014
Senior Lifestyles				
Demand				
Active Members	631	650	660	675
Senior Programs	207	215	215	225
Average Daily Senior Attendance	60	60	60	65
Workload				
Meals Served	7,345	7,000	4,000	7,100
Programs Developed	207	215	215	225
Productivity				-
Meals Served	7,345	7,000	4,000	7,100
Programs Developed	207	215	215	225
Effectiveness				-
"Good" ratings of Programs	90%	95%	95%	95%
Programs Developed	207	215	215	225
Active Members	631	650	660	675

### Measurable Outcomes:

- Programs available to Senior Citizens have increased each year since 2008.
- The Senior Center continues to increase members each year by offering new and expanded programs.

Senior Citizens Summary	Actual 2011-2012	Budget 2012/2013	Budget 2013/2014	% Change 2013/2014
Personnel Services	\$ 156,128	\$ 165,492	\$ 171,431	3.59%
Operations	51,089	57,167	58,107	1.64%
Capital Projects				
Total	\$ 207,216	\$ 222,659	\$ 229,539	3.09%

Senior Citizens Full Time Equivalent Positions	2011-2012 Budget	2012-2013 Budget	2013-2014 Budget	2013-2014 Additions
Senior Citizen Director	1	1	1	
Senior Citizen Part-Time Staff	2.5	2.5	2.5	
Total	3.5	3.5	3.5	

## **PUBLIC GROUNDS DEPARTMENT**

### **MISSION STATEMENT:**

The mission of the Public Grounds department is to enhance the quality of life for citizens and visitors of Mansfield, maintain city owned properties, medians and right of ways and promote the benefits of public open space throughout the city.

### **Department at a Glance**

The department includes the parks superintendent, operations supervisor, and fourteen and one half (14.5) staff. The department continues to utilize contract services to provide mowing for parks, public grounds, non-irrigated medians and cleaning of public buildings in local parks and recreation venues. In FY 2013-2014, the public grounds budget increased by 8.87% due to a 3% salary adjustment, increases in contract service costs and additional service areas.

### **Key Goals and Objectives**

#### **Goal 1**

Maintain and improve the level of service provided to citizens and visitors of Mansfield.

##### **Objectives:**

- Improve daily, weekly and monthly tasks performed on city owned properties, medians and right of ways to present a professionally manicured landscape.
- Maintain current mowing schedule for city owned properties, medians and right of ways.
- Practice environmentally sound horticultural practices on a regularly scheduled basis to improve landscape quality throughout public grounds.

#### **Goal 2**

Improve maintenance on 74 miles of right of ways and medians and 52 acres of city owned property.

##### **Objectives:**

- Provide specialized training for all staff in turf, landscape, horticultural practices and maintenance.

- Maintain botanical beds and ornamental plantings with environmentally sound horticultural practices.
- Perform weekly routine maintenance of irrigated and non-irrigated medians utilizing city staff and contract services.
- Provide contract tree planting and maintenance program through the use of the Tree Mitigation Fund.

#### **Goal 3**

Maintain Public Grounds to ensure the health, safety and welfare of citizens and visitors of Mansfield and coordinate with other departments to achieve this goal.

##### **Objectives:**

- Maintain the line of sight visibility on medians and right of ways throughout the city.
- Respond to hazardous tree conditions on public grounds.
- Respond to line of sight, hazardous tree conditions, illegal dumping and tall grass complaints on public grounds in a timely manner.



### Performance Objectives

- Maintain existing parks and public grounds.
- Maintain existing city facilities.

	Actual 2010/2011	Actual 2011/2012	Budget 2012/2013	Budget 2013/2014
Public Grounds Operations				
Demand				
Acres of Parks	755	755	755	805
Parks maintained	11	11	11	13
New Parks under Development	1	1	1	1
Right of Ways Maintained (miles)	71	71	74	74
City Owned Facilities Maintained (acres)	20	20	31	31
Medians Maintained (irrigated miles)	19	11	11	11
Medians Maintained (non irrigated miles)	9	9	9	9
Workload				
Medians Mowed per Month	173	173	176	176
Medians Maintained (non irrigated)	39	11	39	11
Medians Maintained (non irrigated)	39	9	39	9
Productivity				
Avg. Cost per Citizen	\$ 27.84	\$ 30.68	\$ 30.79	\$ 32.62
Average Park Crews per Day	6	6	6	7
Effectiveness				6
Medians Mowed per Month	173	173	176	176
Medians Maintained (non irrigated)	39	11	11	11
Medians Maintained (non irrigated)	39	9	9	9

### Measurable Outcomes:

- Despite four (4) open positions and budget reductions, the parks and public grounds have maintained a high standard of care and maintained all parks and right of ways with one less irrigation crew.
- Parks and Public grounds continues to be rated “Good” in all parks and public grounds.

Public Grounds	Actual	Budget	Budget	% Change
Summary	2011-2012	2012/2013	2013/2014	2013/2014
Personnel Services	\$ 745,647	\$ 913,804	\$ 986,919	8.00%
Operations	881,287	878,812	964,769	9.78%
Capital				
Projects				
Total	\$ 1,626,934	\$ 1,792,616	\$ 1,951,689	8.87%

Public Grounds	2011-2012	2012-2013	2013-2014	2013-2014
Full Time Equivalent Positions	Budget	Budget	Budget	Additions
Parks Superintendent	0.5	0.5	0.5	
Operations Supervisor	1	1	1	
Staff	14.5	14.5	14.5	
Total	16	16	16	

## CULTURAL ARTS/SPECIAL EVENTS DEPARTMENT

### MISSION STATEMENT:

To provide family friendly events, cultural activities and special events for all ages that will enhance the quality of life for participants and meets the needs of the community.

### Department at a Glance

The Cultural Services department budget increased 3.36% in FY 2013-2014 due to a 3% salary adjustment and special event costs. The Special Events include Rockin 4<sup>th</sup> of July, Winter Walk, Hometown Holidays and various other community events.

### Key Goals and Objectives

#### Goal 1

Increase sponsorship opportunities wherever possible

Objectives:

- Network through the regional Chamber of Commerce affiliations.
- Solicit sponsorships to add additional opportunities for entertainment and programs throughout the park system.

#### Goal 2

Increase attendance at special events to over 125,000 patrons.

Objectives:

- Cross market with the Mansfield Chamber of Commerce to increase exposure.
- Cross market with Historic Mansfield Inc. to increase exposure.

- Involve other community organizations such as the Mansfield Chamber of Commerce, Historical Society and others to promote events in the downtown area.
- Attend regular meetings of community organizations to develop on going partnerships.

#### Goal 3

Continue to provide quality community wide Special Events.

Objectives:

- Continue to evaluate and improve current popular events such as Rock'in 4<sup>th</sup> of July, Winter Walk, Night on the Town and Hometown Holidays.
- Continue to assist local organizations with the development of their events held throughout the year.



### Performance Objectives

- Enhance park programs and activities
- Explore and develop new sources of revenues and grants.
- Assist local hotels in the promotion of Mansfield as a tourism destination.

	Actual 2010/2011	Actual 2011/2012	Budget 2012/2013	Budget 2013/2014
Cultural Arts				
Demand				
Special Events	14	13	15	
Population	56,850	57,494	58,217	59,230
Workload				
Population	56,850	57,494	58,217	59,230
Special Events	14	13	12	13
Productivity				
Special Events Attendance	26,400	25,000	26,400	29,040
Monetary Contributions-Sponsors	\$ 54,000	\$ 54,000	\$ 54,000	\$ 64,000
In Kind Contributions-Sponsors	\$ 2,100	\$ 2,100	\$ 2,100	\$ 2,100
Effectiveness				
Event Approval Ratings	95%	95%	95%	95%
Sponsorships	\$ 54,000	\$ 54,000	\$ 54,000	\$ 64,000

### Measurable Outcomes:

- City sponsored events including Rockin 4<sup>th</sup> of July, Winter Walk and Hometown Holidays have generated increased citizen involvement since 2008-2009
- Sponsorships have increased annually from \$0 to an estimated \$52,000 in FY 2010-2011.
- Shuttle service from all five (5) hotels for special events at regional venues continues to promote the City of Mansfield.

Cultural Services	Actual	Budget	Budget	% Change
Summary	2011-2012	2012/2013	2013/2014	2013/2014
Personnel Services	\$ 3,743	\$ 73,626	\$ 76,977	4.55%
Operations	77,334	107,344	110,071	2.54%
Capital Projects				
Total	\$ 81,077	\$ 180,970	\$ 187,048	3.36%

Cultural Arts	2011-2012	2012-2013	2013-2014	2013-2014
Full Time Equivalent Positions	Budget	Budget	Budget	Additions
Coordinator	1	1	1	
Total	1	1	1	

## **PUBLIC LIBRARY DEPARTMENT**

### **MISSION STATEMENT:**

The mission of the Mansfield Public Library department is to provide free and equal access to a broad range of information, education and literature for all.

### **Department at a Glance**

The Library department includes the City Librarian, Assistant City Librarian, Library Assistant, Youth Services Librarian, Technical Services and Systems Librarian, Administrative Assistant, Library Technical Assistant and six (6) part-time clerical staff. The library budget increased 4.77% due to a 3% salary adjustment and increases in books, catalogs and other materials.

### **Key Goals and Objectives**

#### **Goal 1**

Strengthen the library's accreditation with the Texas State Library.

##### **Objectives:**

- Increase acquisitions of library resources and develop access to them.
- Increase availability of active programming for children and families.
- Increase number of open hours as resources and staffing permit.

#### **Goal 2**

Actively market the library's program to the community.

##### **Objectives:**

### **Performance Objectives**

- Strengthen the library's accreditation with the Texas State Library.
- Actively market the library's program to the community.
- Continue to pursue and develop resource sharing opportunities.

- Improve user friendliness and functionality of the library website.
- Reach out to underserved citizens of Mansfield.
- Promote and facilitate artistic, cultural and informational exhibits, presentations and displays in the library.

#### **Goal 3**

Continue to pursue and develop resource sharing opportunities.

##### **Objectives:**

- Build on the Arlington-Mansfield library partnership.
- Identify possibilities for joint use of collections, facilities and resources with other types of libraries.
- Continue to participate with other community organizations to reach young people.

Library	Actual 2010/2011	Actual 2011/2012	Budget 2012/2013	Budget 2013/2014
<b>Demand</b>				
Annual Library Patrons	200,821	191,312	175,352	192
Library Materials circulated	263,284	286,806	285,986	291,000
Public Computer Users	39,254	42,974	40,344	43,000
Public Computer Use (hours)	25,539	28,538	24,212	28,000
Library Cards Issued (on file)	48,742	51,234	42,644	46,000
Meeting Room Users	10,611	13,277	12,608	12,000
Hits On Library Web Page	163,104	187,258	150,440	161,000
On Line Electronic Resource Use	42,854	49,192	39,521	42,000
<b>Workload</b>				
Square Footage Maintained	15,332	15,332	15,332	15,332
Material Collection Items	74,851	70,416	73,641	75,000
Public Access Computers	25	25	23	25
Volunteer Hours	2,264	2,472	1,943	2,400
<b>Productivity</b>				
Average cost per Citizen	\$ 14.00	\$ 14.79	\$ 13.78	\$ 14.00
Average Monthly Visits	16,735	15,943	14,446	16,000
<b>Effectiveness</b>				
Annual Percent Increase/Decrease of Patron	-10.90%	7.00%	7.00%	7.00%
Program Attendance	4,465	5,650	7,149	5,600

#### Measurable Outcomes:

- Amounts spent on resources development and programming.
- Library circulation of materials and use of digital and other resources.
- Attendance at library programs and activities.

Library	Actual	Budget	Budget	% Change
Summary	2011-2012	2012/2013	2013/2014	2013/2014
Personnel Services	\$ 573,685	\$ 686,536	\$ 724,599	5.54%
Operations	133,352	225,856	231,281	2.40%
Capital				
Projects				
<b>Total</b>	<b>\$ 707,038</b>	<b>\$ 912,392</b>	<b>\$ 955,880</b>	<b>4.77%</b>

Library	2011-2012	2012-2013	2013-2014	2013-2014
Full Time Equivalent Positions	Budget	Budget	Budget	Additions
City Librarian	1	1	1	
Assistant City Librarian	1	1	1	
Administrative Assistant	1	1	1	
Library Assistant	1	1	1	
Youth Services Librarian	1	1	1	
Library Systems Manager	1	1	1	
Librarian	1	1	1	
Part-Time Staff	4	4	4	
<b>Total</b>	<b>11</b>	<b>11</b>	<b>11</b>	

## COMMUNICATIONS AND MARKETING DEPARTMENT

### MISSION STATEMENT:

The mission of the Communications and Marketing department is to be the citizen, staff and media link to the City of Mansfield government enabling each to access information on city related activities and events, understand local and regional issues and their impact to Mansfield and participate in on-going, city-wide dialogue to build consensus and community support.

### Department at a Glance

The Communications and Marketing department includes the Communications Director and one (1) Graphic Artist. The Communications and Marketing budget increased 2.91% due to a 3% salary adjustment.

### Key Goals and Objectives

#### Goal 1

Improve community relations by providing resources for citizens, staff and media to learn more about community issues.

##### Objectives:

- Develop and improve information distribution through the implementation of digital media.
- Work with the IT department on redesign of the city website and implement new content management system.
- Work with local media to generate positive and informative coverage on Mansfield.

#### Goal 2

Promote and market the city through promotional materials, advertising and marketing campaigns.

##### Objectives:

- Work with consultant to implement a new branding and marketing strategy for the city.
- Work with departments such as tourism, economic development and environmental services to market information and activities.
- Work with the planning department to improve signage throughout the city directing residents and visitors to facilities and specific areas of Mansfield.

#### Goal 3

Improve interdepartmental communications.

##### Objectives:

- Partner with the Human Resources and IT departments to develop internal communication tools.
- Develop the multi-media program for the annual awards banquet.

### Performance Measures

- Produce creative and quality materials.
- Improve community relations and interdepartmental communications.
- Improve the city's image through marketing and promotion.

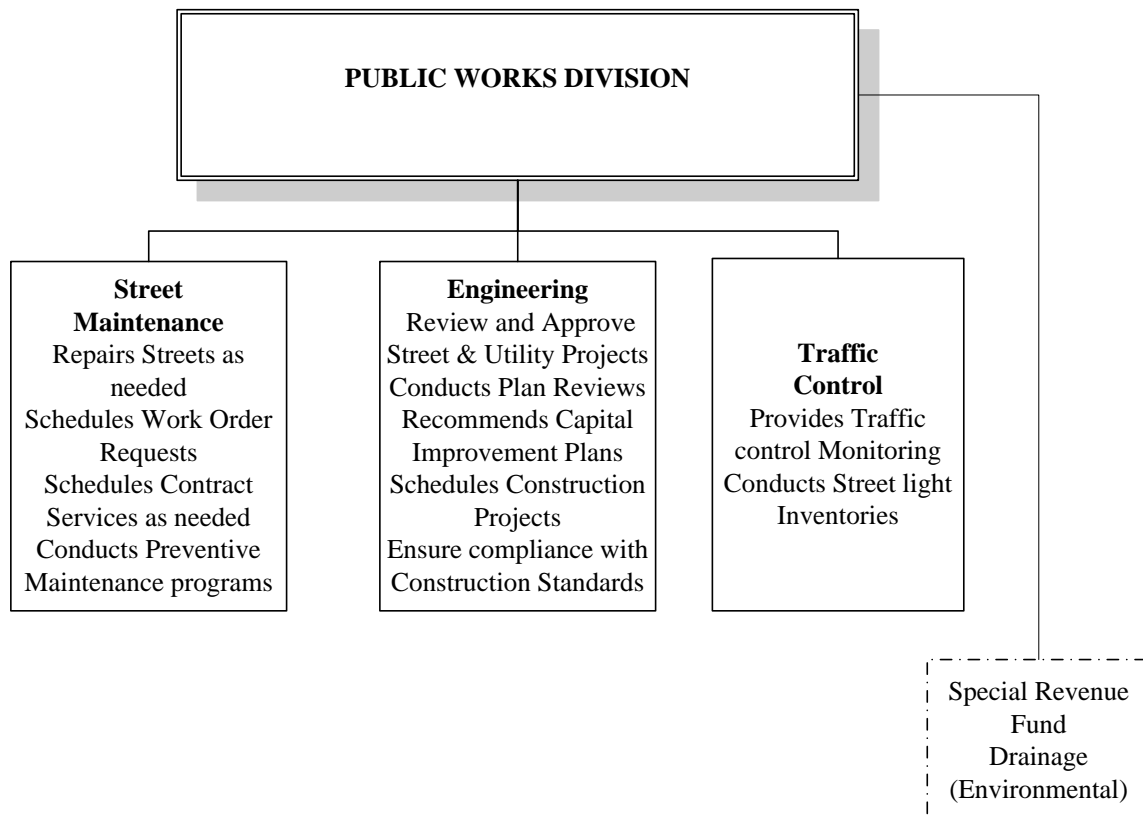
	Actual 2010/2011	Actual 2011/2012	Budget 2012/2013	Budget 2013/2014
Communications & Marketing				
Demand				
Meetings	86	30	30	30
Population	56,850	57,494	58,217	59,230
City Staff	507	507	511	524
Hits to City Website (annually)	391,000	400,000	594,504	612,500
Workload				
Annual Reports Printed	300	300	300	300
Citizen Newsletters Printed	108,000	108,000	109,200	124,000
Annual Reports Distributed	300	300	300	300
Productivity				
Resident & Visitors Guides (NEW)	N/A	N/A	8,000	10,000
Annual Reports Printed	300	300	300	300
Citizen Newsletters Printed	108,000	108,000	109,200	124,000
Effectiveness				
Column Inches of Newspaper Coverage	1,200	1,200	1,201	1,201
City Website Usage per month	32,600	32,600	49,542	51,042
Citizen Newsletters Printed	108,000	108,000	109,200	124,000

### Measurable Outcomes:

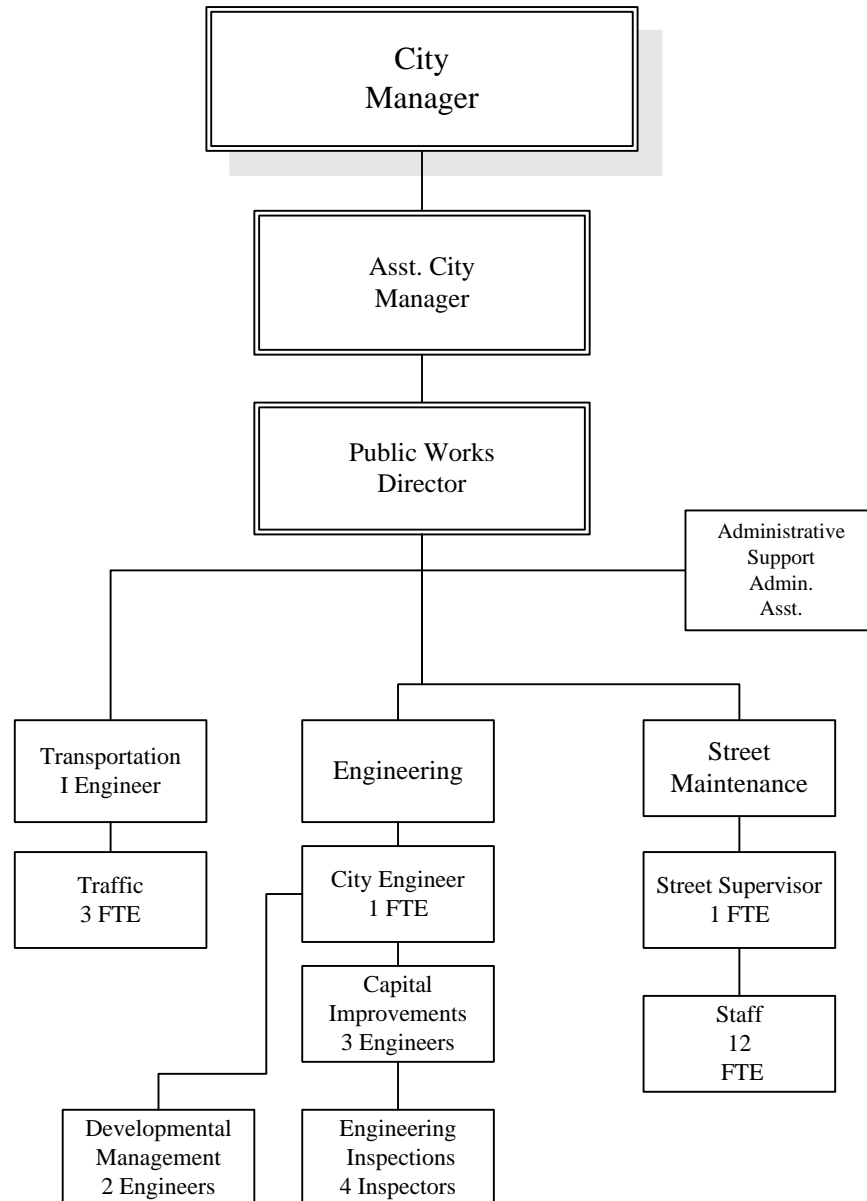
- Developing new web based communications has resulted in increased hits to the city web site and increased communication for all citizens.

Comm. & Marketing Summary	Actual 2011-2012	Budget 2012/2013	Budget 2013/2014	% Change 2013/2014
Personnel Services	\$ 201,463	\$ 205,206	\$ 217,836	6.15%
Operations	44,813	79,078	74,710	-5.52%
Capital Projects				
Total	\$ 246,276	\$ 284,284	\$ 292,546	2.91%

Communications & Marketing Full Time Equivalent Positions	2011-2012 Budget	2012-2013 Budget	2013-2014 Budget	2013-2014 Additions
Communications Director	1	1	1	
Graphic Designer	1	1	1	
Total	2	2	2	



General Fund



### At a Glance

#### The Public Works Division Highlights

- ❑ An estimated 32 projects are “in progress” in FY 2013-2014.
- ❑ The Street Maintenance Department will add one additional street crew in FY 2013-2014.

## DIVISION AT A GLANCE

### PUBLIC WORKS DIVISION

#### Budget Summary

The Public Works Division includes the Engineering department and Street Maintenance department and the traffic control department to service the ever growing number of traffic signals within the city. The division is also responsible for all street construction, utility construction and drainage construction within the city. The Full Time Equivalent (FTE) budgeted positions in this fund are also budgeted on an allocation basis in the street, utility and drainage funds. The Public Works Division budget increased 27.58% due to a 3% merit adjustment, 3 new positions and increases in contract services in Street Maintenance.

Departments	Actual 2011-2012	Budget 2012/2013	Budget 2013/2014	% Change 2013/2014
Engineering	\$ 481,483	\$ 341,667	\$ 354,875	3.87%
Street Maintenance	1,665,038	1,700,479	2,343,960	37.84%
Traffic Control	966,436	881,117	1,030,766	16.98%
Total	\$ 3,112,957	\$ 2,923,263	\$ 3,729,600	27.58%

Division Summary	Actual 2011-2012	Budget 2012/2013	Budget 2013/2014	% Change 2013/2014
Personnel Services	\$ 1,185,935	\$ 1,094,702	\$ 1,345,466	22.91%
Operations	1,927,022	1,828,561	2,384,134	30.38%
Capital Projects				
Total	\$ 3,112,957	\$ 2,923,263	\$ 3,729,600	27.58%

Public Works	2011-2012	2012-2013	2013-2014	2013-2014
Full Time Equivilent Positions	Budget	Budget	Budget	Additions
Public Works Director		1	1	1
Secretary		1	1	1
City Engineer		1	1	1
Engineer		4	4	4
Inspectors		5	5	5
Technician		1	1	1
Street Supervisor		1	1	1
Administrative Assistant		1	1	1
Traffic Control Supervisor		1	1	1
Repair Technician		1	1	1
Street Maintenance Staff		9	9	12
Total		26	26	29



## ENGINEERING DEPARTMENT

### MISSION STATEMENT:

The mission of the Engineering Department is to oversee the design and construction of all street, traffic, drainage, and water & sewer improvements within the City of Mansfield. The Engineering department is also responsible for establishing and updating master plans for these systems and design and construction standards.

### Department at a Glance

The Engineering department monitors all street, utility and drainage projects from the conceptual stage through the preparation of construction plans, contract documents, completion and final acceptance of construction projects. The engineering department includes the Director of Public Works, City Engineer, five (5) engineers, three (3) inspectors, one technician and one secretary. A portion of the salary and benefits are allocated to the street, utility and drainage funds. The Engineering budget increased 3.87% due to a 3% merit adjustment.

### Key Goals and Objectives

#### Goal 1

Improve selected streets and utility infrastructure.

##### Objectives:

- Continue the design and construction of the projects in the street bond program.
- Continue the design and construction of water and sanitary sewer projects identified in the utility master plans.
- Identify infrastructure needs for a potential bond election in 2014.

#### Goal 2

Review, revise and implement updated design and construction standards.

##### Objectives:

- Review, revise and implement updates to the Standard Construction details.

- Revise and implement the Roadway & Access Management Design Criteria Manual.
- Review, revise and implement the Storm water Management Design Manual.

#### Goal 3

Update the City of Mansfield Thoroughfare Plan and Roadway Impact Fee Study.

##### Objectives:

- Establish and oversee the contract for traffic consultant efforts to update traffic modeling and proposed thoroughfare plan changes.
- Develop and oversee contract with transportation consultant to update the Roadway Impact Fee Study.
- Process the approval of the Thoroughfare Plan and Impact Fee Study through the Planning and Zoning Commission and City Council by November of 2014.

### Performance Objectives

- Improve selected streets and utility infrastructure.
- Review, revise and implement updated design and construction standards.
- Update the City of Mansfield Thoroughfare Plan and Roadway Impact Fee Study.

	Actual 2010/2011	Actual 2011/2012	Budget 2012/2013	Budget 2013/2014
Engineering				
Demand				
Departments Supervised	4	4	4	5
Capital Funds monitored	4	4	4	4
Capital Budgets Monitored (millions)	35.2M	45M	26M	36.8M
Service Area	36.64	36.64	36.64	36.64
Street Miles Maintained	242	242	242	245
Miles of Water & Sewer Mains	527	527	527	530
On-going Projects	49	46	37	53
Workload				
Projects in Progress	49	46	37	53
Departmental Staffing	13	13	13	13
Contractors Monitored	216	216	216	216
Street Miles-Major Repairs	8.75%	6.12%	19.75%	13.20%
Street miles-Minor Repairs	24.30%	18.20%	19.10%	26.10%
Productivity				
Street Light Maintenance Checks	26	26	26	26
Street Miles-Major Repairs	8.75%	6.12%	19.75%	13.20%
Street Miles-Minor Repairs	24.30%	18.20%	19.10%	26.10%
Effectiveness				
Projects Completed	8	7	7	5
Street Improvements (Miles)	2	1.59	2.2	3
Utility Improvements (Miles)	2	1.72	3.2	4
Drainage Improvements (Miles)	3	2	2	1

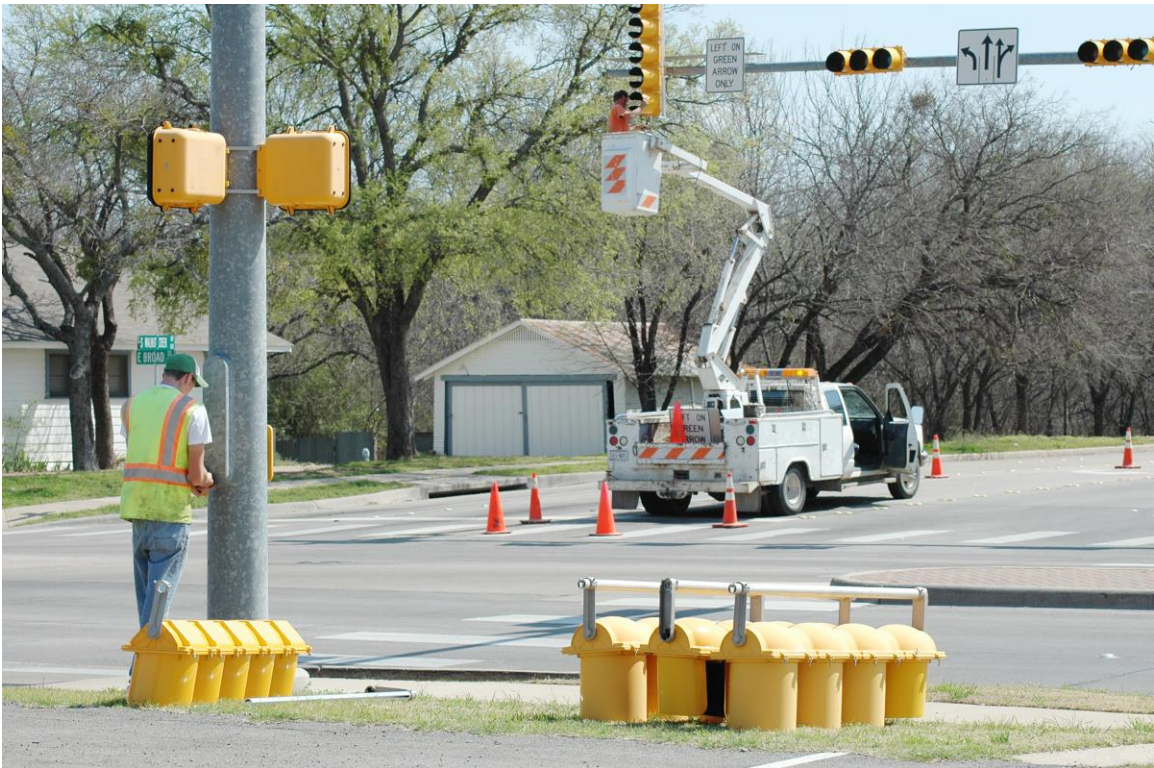
### Measurable Outcomes:

- Improve selected streets and utility infrastructure.
- Review, revise and implement updated design and construction standards.
- Update the City of Mansfield Thoroughfare Plan and Roadway Impact Fee Study.

Engineering Summary	Actual 2011-2012	Budget 2012/2013	Budget 2013/2014	% Change 2013/2014
Personnel Services	\$ 435,627	\$ 280,826	\$ 294,034	4.70%
Operations	45,856	60,841	60,841	0.00%
Capital Projects				
Total	\$ 481,483	\$ 341,667	\$ 354,875	3.87%

Engineering Full Time Equivalent Positions	2011-2012 Budget	2012-2013 Budget	2013-2014 Budget	2013-2014 Additions
Public Works Director	1	1	1	
Secretary	1	1	1	
City Engineer	1	1	1	
Engineer	4	4	4	
Inspectors	5	5	5	
Technician	1	1	1	
Total	13	13	13	

## Do You Know?



The City Maintains 245 Miles of Streets and 31 Traffic Signals.

## STREET MAINTENANCE DEPARTMENT

### MISSION STATEMENT:

The mission of the Street Maintenance Department is sustain and optimize the structural life of the city's streets in the most cost effective manner and provide preventive maintenance to existing concrete and asphalt streets.

### Department at a Glance

The Street Maintenance department includes the street maintenance supervisor, and twelve (12) maintenance staff. The Street Maintenance budget increased 37.84% due to the addition of three (3) new staff and increased contract maintenance for the repair of existing streets.

### Key Goals and Objectives

#### Goal 1

Continue to increase the productivity of the department by utilizing existing staff as they become more proficient in street, curb and gutter and roadway maintenance and repair.

##### Objectives:

- Use maintenance staff to perform pothole repair and other minor street repairs as needed.
- Reduce the need for outsourcing by increasing employee skill sets internally. Develop a congruent training environment by introducing quantifiable programs.
- Reduce the cost of materials by utilizing existing purchasing agreements in place with Tarrant County and other entities.

#### Goal 2

Continue an aggressive yearly program of preventative maintenance to lengthen the service life of streets that are in relatively good condition therefore reducing future maintenance costs.

##### Objectives:

- Utilize crack sealing processes on asphalt and concrete repairs.
- Utilize Public Works Management software to inventory maintenance records, assisting in long term maintenance decisions.
- Develop preventative programs targeting not only aging streets, curbs and gutters but also more recently constructed streets, in order to optimize street life.

#### Goal 3

Expand the use parameters and life of aging heavy equipment.

##### Objectives:

- Train current employees to increase staff's comprehension of fleet services and develop best practices and maintenance methods.
- Develop a preventive maintenance system to enhance productive hours for heavy equipment.
- Orchestrate projects, requiring a specific piece of heavy equipment, in order to reduce the staging hours required for each specified project.

### Performance Objectives

- Continue to increase the productivity of the department by utilizing existing staff as they become more proficient in street, curb and gutter and roadway maintenance and repair.
- Continue an aggressive yearly program of preventative maintenance to lengthen the service life of streets that are in relatively good condition therefore reducing future maintenance costs.
- Expand the use parameters and life of aging heavy equipment.

	Actual 2010/2011	Actual 2011/2012	Budget 2012/2013	Budget 2013/2014
Street Maintenance				
Demand				
Calls for Service	4,705	4,675	4,700	4,525
Street Miles-Minor Repairs	17.50%	8.91%	19.10%	26.10%
Work Orders Processed	3,410	3,450	3,700	3,685
Service Area	36.64	36.64	36.64	36.64
Workload				
Asphalt Overlays (square mileage)	42,971	42,971	42,971	42,971
Street Miles-Minor Repairs	24.30%	18.20%	19.10%	26.10%
Street Segments Repaired	1,891	1,990	1,995	2,550
Productivity				
Streets Maintained (Miles)	242	242	242	242
Streets Maintained-Unpaved	5	5	5	5
Streets Maintained-Surface Treatment	53.50	53.50	53.50	53.50
Effectiveness				
Curb & Gutter Repairs (linear feet)	2,528	3,466	3,666	4,161
Avg Repair Time-Days	2.30	2.10	2.10	2.10
Cost per Mile-Paving Repairs	\$ 13.10	\$ 13.10	\$ 12.50	\$ 12.50
Street Signs Installed within 30 days	100%	100%	100%	100%

### Measurable Outcomes:

- Continue to increase the productivity of the department by utilizing existing staff as they become more proficient in street, curb and gutter and roadway maintenance and repair.
- Continue an aggressive yearly program of preventative maintenance to lengthen the service life of streets that are in relatively good condition therefore reducing future maintenance costs.
- Expand the use parameters and life of aging heavy equipment.

Street Maintenance	Actual	Budget	Budget	% Change
Summary	2011-2012	2012/2013	2013/2014	2013/2014
Personnel Services	\$ 598,917	\$ 663,434	\$ 808,342	21.84%
Operations	1,066,121	1,037,045	1,535,618	48.08%
Capital Projects				
Total	\$ 1,665,038	\$ 1,700,479	\$ 2,343,960	37.84%

Street Maintenance	2011-2012	2012-2013	2013-2014	2013-2014
Full Time Equivilent Positions	Budget	Budget	Budget	Additions
Street Supervisor	1	1	1	
Administrative Assistant	1	1	1	
Traffic Control Supervisor	1	1	1	
Repair Technician	1	1	0	-1
Street Maintenance Staff	7	7	10	3
Total	11	11	13	2

## **TRAFFIC CONTROL DEPARTMENT**

### **MISSION STATEMENT:**

The mission of the Traffic Control Department mission is to safely and efficiently operate, maintain, repair all signals, signs, pavement markings and streetlights within the City of Mansfield.

### **Department at a Glance**

The Traffic Department budget increased less than 16.98% due to the addition of one (1) traffic technician and increased maintenance of traffic signals throughout the city. The Traffic Control department consists of one traffic signal Supervisor, traffic technician and one staff member.

### **Key Goals and Objectives**

#### **Goal 1**

Ensure all signals, signs, markings and street lights are maintained in good workable condition.

##### **Objectives:**

- Utilize on call staff to repair hazardous situations.
- Monitor timing of signals to ensure efficient and safe traffic flow.
- Ensure work orders are processed in a timely manner.

#### **Goal 2**

Continue an aggressive semi-annual program of traffic signal preventative maintenance to lengthen the service life of signals that are in relatively good condition therefore reducing future maintenance costs.

##### **Objectives:**

### **Performance Objectives**

- Maintain signals and street lights within the City of Mansfield.
- Monitor and apply for Grants whenever possible.
- Repair signals and street lights in a timely manner.

- Utilize new technology to reduce operating cost and improve traffic flow efficiency.
- Utilize Public Works Management software to inventory maintenance records, street light outages and schedule long term maintenance decisions.
- Develop and implement preventative programs targeting not only aging signals but also newer signals.

#### **Goal 3**

Apply for grant opportunities when available.

##### **Objectives:**

- Monitor the Council of Governments for Grant opportunities.
- Monitor the State and Federal websites for grant opportunities.

Traffic Control	Actual 2010/2011	Actual 2011/2012	Budget 2012/2013	Budget 2013/2014
Demand				
Calls for Service		70	73	1,825
Traffic Signals	60	60	31	33
Service Area	36.64	36.64	36.64	36.64
Workload				
Calls for Service		70	73	1,825
Street Signals Maintained			33	33
Street Light Flashers			68	68
Productivity				
Service Calls answered within 24 hour	100%	100%	100%	100%
Grants	\$ 100,000			
Effectiveness				
Service Calls answered within 24 hour	100%	100%	100%	100%
Avg Repair Time-Days		1	1	2

**Measurable Outcomes:**

- The Traffic Control department was created using existing staff from street maintenance.
- The traffic department will maintain 31 street lights and monitor over 1,500 street lights.

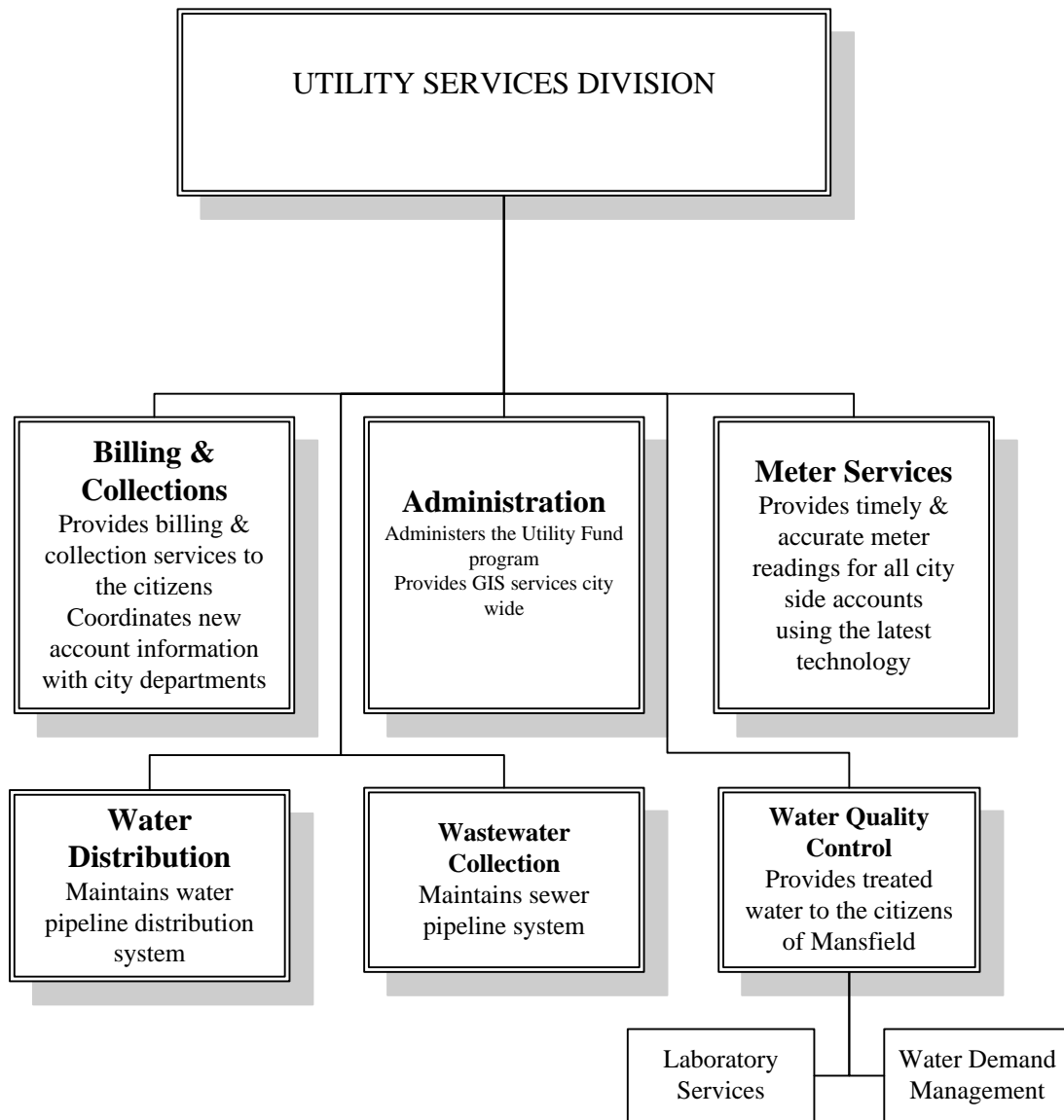
Traffic Control Summary	Actual 2011-2012	Budget 2012/2013	Budget 2013/2014	% Change 2013/2014
Personnel Services	\$ 151,391	\$ 150,442	\$ 243,091	61.58%
Operations	815,045	730,675	787,675	7.80%
Capital Projects				
Total	\$ 966,436	\$ 881,117	\$ 1,030,766	16.98%

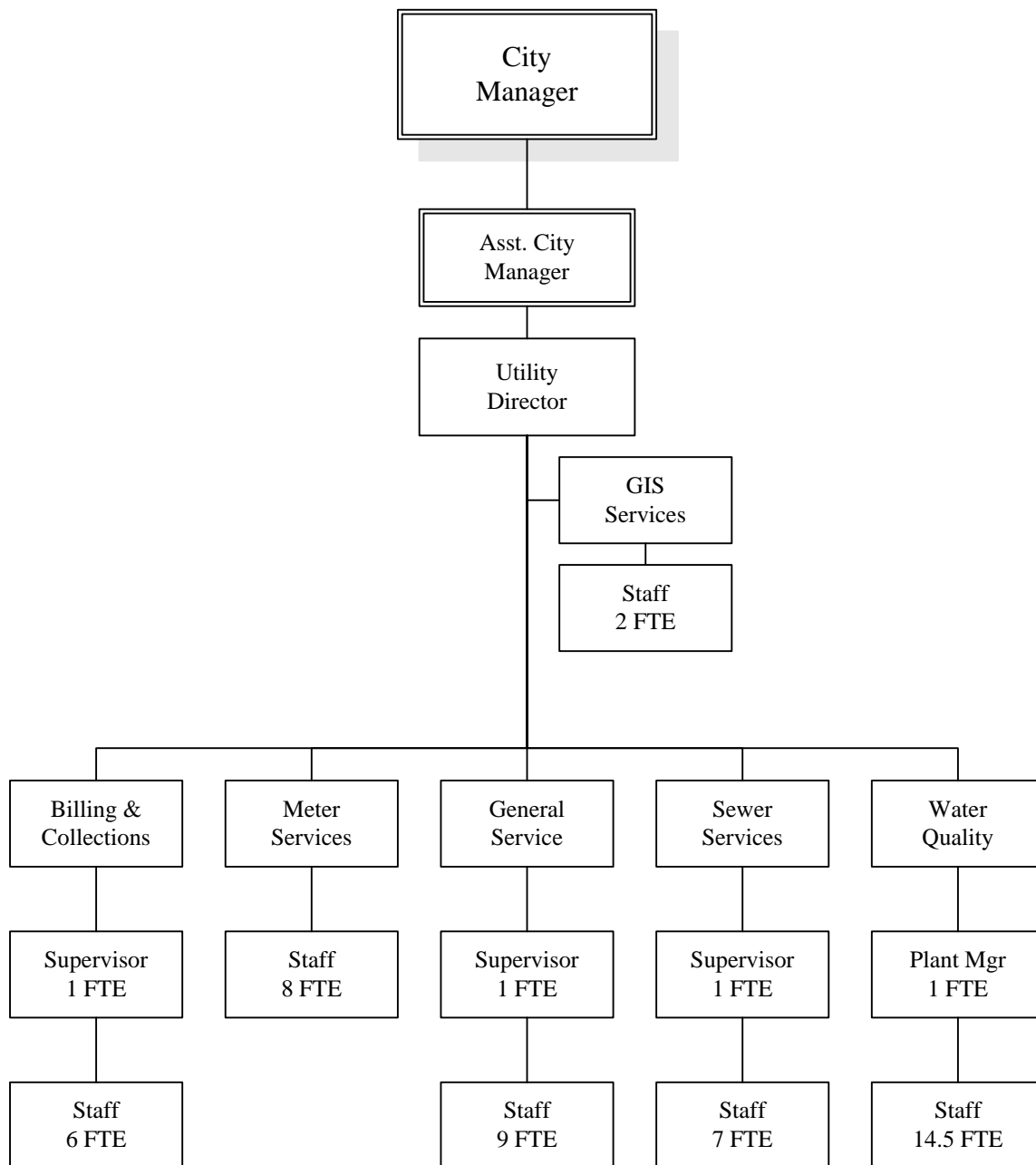
Traffic Control Full Time Equivilent Positions	2011-2012 Budget	2012-2013 Budget	2013-2014 Budget	2013-2014 Additions
Traffic Signal Supervisor		1	1	1
Maintenance Staff		1	1	2
Total		2	2	3



## **ENTERPRISE FUNDS**

*The Enterprise Funds are used for operations that are financed and operated in a manner similar to private business enterprises where the costs (expenses, including depreciation) of providing goods and services to the general public on a continuing basis are financed through user charges. The City's Enterprise Funds are comprised of the Water & Sewer Fund, the Law Enforcement Center Fund and the Drainage Utility Fund.*





### At a Glance

#### “The Water & Sewer Division Highlights

- ☐ Water Plant pumping daily pumping capacity 57 Million gallons per day.
- ☐ Estimated Treatment capacity is 45,000,000

## DIVISION AT A GLANCE

### UTILITY DIVISION

#### Budget Summary

The Utility Division includes the Administration, Billing, and Meter Reading, General Service, Sewer, Treatment Water Quality, Laboratory Services and Water Demand departments. The Utility Division budget increased 8.61% due to estimated increases in water purchase cost, electricity costs, sewer treatment, chemical supply cost and a 3% salary adjustment.

Utility Division Departments	Actual 2011-2012	Budget 2012/2013	Budget 2013/2014	% Change 2013/2014
Administration	\$ 366,359	\$ 530,514	\$ 559,207	5.41%
Billing & Collections	766,881	805,097	845,998	5.08%
Meter Reading & Repair	715,725	714,136	883,974	23.78%
General Service	841,334	835,726	855,113	2.32%
Wastwater Collection	4,528,682	4,781,783	5,550,447	16.07%
Treatment Services	6,111,884	6,960,336	7,126,356	2.39%
Water Quality	134,632	191,540	283,179	47.84%
Laboratory Services	101,263	106,883	110,799	3.66%
Water Demand	102,930	106,879	\$ 112,423	5.19%
<b>Total</b>	<b>\$ 13,669,689</b>	<b>\$ 15,032,895</b>	<b>\$ 16,327,498</b>	<b>8.61%</b>

Division Summary	Actual 2011-2012	Budget 2012/2013	Budget 2013/2014	% Change 2013/2014
Personnel Services	\$ 3,595,685	\$ 3,586,352	\$ 3,862,392	7.70%
Operations	10,061,041	11,416,055	12,465,105	9.19%
Capital Projects	12,963	30,488	-	
<b>Total</b>	<b>\$ 13,669,689</b>	<b>\$ 15,032,895</b>	<b>\$ 16,327,498</b>	<b>8.61%</b>

### Do You Know?

- The City can pump up to 57,000,000 million gallons per day.
- The City has a 95% Water Accountability Rating.
- The City has been rated as a “Superior” Water System.

## SUMMARY OF UTILITY DIVISION STAFFING

Utility Division	2011-2012	2012-2013	2013-2014	2013-2014
Full Time Equivalent Positions	Budget	Budget	Budget	Additions
Director of Utility Operations	1	1	1	
GIS Coordinator	1	1	1	
GIS Technician	1	1	1	
Billing Supervisor	1	1	1	
Senior Billing Clerk	1	1	1	
Billing Clerk	1	1	1	
Customer Service Representative	2	2	2	
Cashier	1	1	1	
Receptionist	1	1	1	
Meter Crew Leader	1	1	1	
Meter Technician	2	2	2	
Meter Reader	4	4	3	-1
Data Entry Clerk	1	1	1	
Administrative Assistant	1	1	1	
Field Operations Manager	1	1	1	
Crew Leaders	4	4	4	
Inventory Clerk	1	1	1	
Tradesman	4	4	4	
Field Supervisor	1	1	1	
Crew Leader (Sewer)	3	3	3	
Utility Technician (Sewer)	1	1	1	
Tradesman (Sewer)	3	3	3	
Water Plant Manager	1	1	1	
Pre-Treatment Coordinator	1	1	1	
Supervisor	3	3	3	
Chief Operator A	3	2	2	
Plant Operator B	3	3	3	
Plant Operator C	1	1	1	
Educational Specialist	0	1	1	
Plant Operator Trainee	1	1	1	
Lab Technician	1	1	1	
Building Staff	1	1	1	
Part Time	0.5	0.5	0.5	
Total	52.5	52.5	51.5	-1

## UTILITY ADMINISTRATION DEPARTMENT

### MISSION STATEMENT:

The mission of the Utility Administration department is to effectively and efficiently direct the operations of the Utility Division by maximizing the use of all available equipment, staff and assets to provide the citizens with “Superior” utility service.

### Department at a Glance

The Utility Administration department includes the Director of Utility Operations, GIS coordinator and one (1) GIS technician. The Utility Administration increased 5.41% due to a 3% salary adjustment and contract services costs.

### Key Goals and Objectives

#### Goal 1

Provide department directors with guidance and direction necessary to accomplish departmental goals and objectives.

##### Objectives:

- Staff meetings will be used as a tool to provide direction to staff in order to enhance the Director of Utilities guidance and direction to department heads.
- The Director of Utilities will meet with department heads individually to review specific project goals and ensure resources are allocated appropriately.
- Field inspection of all operating practices and service delivery will be used to optimize departmental effectiveness.

#### Goal 2

Oversee and monitor departmental and project budgets to ensure that efficiency and asset allocation are hallmarks in departmental management.

##### Objectives:

- Current expenditures will be reviewed and modified as needed.
- Department heads will use the work-order system and GIS to provide progress information on all active and planned projects.
- Department heads will be responsible for activity reports that detail staff, equipment and material expenses.

#### Goal 3

Control utility costs by continuing to develop operating efficiencies.

##### Objectives:

- Direct consulting engineers and contractors to ensure construction benchmarks, deadlines and phased improvements are on time and within budget.
- Direct, review and schedule planned construction activities that may impact existing operations so that water production and pumping capacity is maintained at optimal operational status.
- Work with management, engineering and consulting engineers to develop and schedule the design of future water and sewer improvements.

### Performance Objectives

- Ensure all projects and departmental budgets are in compliance with established guidelines.
- Ensure adequate staffing and capital is provided.
- Provide direct supervision of construction management and expansion projects.

	Actual 2010/2011	Actual 2011/2012	Budget 2012/2013	Budget 2013/2014
Administration				
Demand				
Service Departments	6	6	6	6
Division Staff	52.25	52.25	52.25	52.25
Division Budget	\$ 11,243,097	\$ 12,242,632	\$ 14,451,949	\$ 15,032,894
Workload				
Utility Division Projects	8	8	11	9
Average Daily Calls for Service	14	14	14	14
Monthly Average Flow (gallons)	316,667,000	358,333,330	320,000,000	343,250,000
Productivity				
Ground Storage Capacity (millions/gal)	4.75	4.75	4.75	4.75
Elevated Storage Capacity (millions/gal)	4.00	5.00	6.00	7.00
Pumping Capacity (daily/gal)	57,000,000	57,000,000	57,000,000	57,000,000
Department Meetings	14	14	14	14
Effectiveness				
Public Water System Rating	Superior	Superior	Superior	Superior
Percent Meeting Monthly Standards	100%	100%	100%	100%
Treatment Capacity (millions/gal)	30	30	30	30
GIS Integration of Systems	100%	100%	100%	100%

### Measurable Outcomes:

- The treatment capacity is 45,000,000 gallons
- The Public Water System is again rated “Superior”

Administration	Actual	Budget	Budget	% Change
Summary	2011-2012	2012/2013	2013/2014	2013/2014
Personnel Services	\$ 267,119	\$ 405,472	\$ 427,724	5.49%
Operations	99,240	125,043	131,483	5.15%
Capital				
Projects				
Total	\$ 366,359	\$ 530,514	\$ 559,207	5.41%

Administration	2011-2012	2012-2013	2013-2014	2013-2014
Full Time Equivalent Positions	Budget	Budget	Budget	Additions
Director of Utility Operations	1	1	1	
GIS Coordinator	1	1	1	
GIS Technician	1	1	1	
Total	3	3	3	

## **BILLING & COLLECTIONS DEPARTMENT**

### **MISSION STATEMENT:**

The mission of the Billing & Collections department is to provide the highest quality, professional service to the customers of City of Mansfield, Texas Water utility System by processing billing, collections, customer work orders and other customer account activity for the purpose of maintaining an accounting of the financial revenues of the system.

### **Department at a Glance**

The Billing & Collections department allows a billing supervisor, senior billing clerk, billing clerk, customer service representative, two (2) cashiers and receptionist. The billing & collections department budget increased 5.08% in FY 2013-2014 due to a 3% salary adjustment and increase in supply costs.

### **Key Goals and Objectives**

#### **Goal 1**

Provide timely billings to all customers of the City of Mansfield, Texas

##### **Objectives:**

- Complete the review of the meter readings within the prescribed time period for the actual reading date.
- Resolve meter reading variances within the normal consumption trends within normal time parameters.
- Mail billings within appropriate time period from the completion of the billing's department's review of the meter readings.

#### **Goal 2**

Provide for the effective recording and collections of the billings.

##### **Objectives:**

- Process the collections of customer billings accurately whereby receipts are correctly accredited to the respective customers.

- Facilitate the collections of customer billings through the use of various sources: City Hall cashier, Drop Box, Lockbox, Electronic Check from customers bank account, Automatic draft from customers bank account, the City's Web Page via credit card.
- Review and monitor daily collections through the daily review process.

#### **Goal 3**

Provide a professional, responsive service when communicating with the customers of the City's Utility System.

##### **Objectives:**

- Answer the telephone inquiries regarding billing activity promptly and responsively.
- Review the customers concerns appropriately and exercise understanding with regard to the concerns of the customer.
- Resolve billing and collections inquiries with a thorough understanding and concern for the customers concerns within the ascribed practices and ordinances of the City.



### Performance Objectives

- Answer calls for service in a timely manner.
- Utilize technology to enhance and streamline the billing function.
- Increase payments via the internet and automatic customer drafts.

	Actual 2010/2011	Actual 2011/2012	Budget 2012/2013	Budget 2013/2014
Billing & Collections				
Demand				
Population	56,980	58,217	58,490	59,230
Active Meter Accounts	18,985	19,247	19,570	20,157
Workload				
Payments Processed	35,357	23,980	21,496	20,157
Walk In Customers (monthly)	1,928	2,072	2,041	2,002
New Utility Connections (annually)	2,441	2,364	2,255	2,323
Productivity				
"On & Off" Service Requests (annually)	4,715	5,214	4,297	4,426
Walk In Customers (monthly)	1,928	1,821	2,041	2,245
Staffing	7	7	7	7
Effectiveness				
Electronic Payments (annually)	189,591	198,961	199,448	209,420
Payments Processed	35,357	23,980	21,496	19,895
Walk In Customers (monthly)	1,928	1,821	2,041	2,245

### Measurable Outcomes:

- Electronic payments have increased 269% since 2010 and the trend is expected to continue.
- "Walk In" customers have been reduced due to new electronic options for payment.

Billing & Collections Summary	Actual 2011-2012	Budget 2012/2013	Budget 2013/2014	% Change 2013/2014
Personnel Services	\$ 447,508	\$ 464,040	\$ 488,974	5.37%
Operations	319,373	341,057	357,025	4.68%
Capital Projects				
Total	\$ 766,881	\$ 805,097	\$ 845,998	5.08%

Billing & Collections Full Time Equivalent Positions	2011-2012 Budget	2012-2013 Budget	2013-2014 Budget	2013-2014 Additions
Billing Supervisor	1	1	1	
Senior Billing Clerk	1	1	1	
Billing Clerk	1	1	1	
Customer Service Representative	2	2	2	
Cashier	1	1	1	
Receptionist	1	1	1	
Total	7	7	7	

## METER READING DEPARTMENT

### MISSION STATEMENT:

The mission of the Meter Reading department is to provide accurate, reliable and efficient meter reading services for the citizens.

### Department at a Glance

The Meter Reading department includes the meter crew leader, meter reading supervisor two (2) meter technicians, four (4) meter readers and data entry clerk. The budget increased 23.78% due a 3% salary adjustment and the continued replacement program of existing meters.

### Key Goals and Objectives

#### Goal 1

Provide efficient and accurate meter reading services necessary to ensure accurate billing to the customer.

##### Objectives:

- Meter reading cycles shall be completed in a timely manner in order to provide citizens with a consistent billing period from month to month.
- Continue adding only 3-G meters to new housing additions so that meter readers and routes will not be overwhelmed.
- Maintain the number of meter reads per day without sacrificing accuracy.

#### Goal 2

Maintain the water meters in the city and improve the process of meter reading.

##### Objectives:

- Meters that have become difficult to read or inaccurate shall be changed out.

- Meter readers will make work orders for deficiencies that have been identified and, if addressed, will result in increased accuracy and/or efficiency as well as running weekly reports in an attempt to identify reading errors and/or problems with existing meters.
- Continue with our change out meter program, changing existing meters to 3-G meters that allow the meter reading staff to read meters with greater accuracy and speed.

#### Goal 3

Utilize available technology to improve efficiency and professional development of existing staff.

##### Objectives:

- Integrate the 3-G radio read meters with the cities GIS system.
- Implement fixed base technology to read large quantities of meters within seconds.
- Continue to implement a training program that enables staff to expand their knowledge of most recent meter reading technology.

### Performance Objectives

- Accurately read all meters in a timely manner.
- Repair and replace meters in a timely manner
- Expand the use of radio read meters to expedite the reading process.

	Actual 2010/2011	Actual 2011/2012	Budget 2012/2013	Budget 2013/2014
Meter Reading & Repairs				
Demand				
Active Meter Accounts	18,850	18,985	19,404	19,986
Workload				
Average Meters Read (per meter reader m	4,788	3,928	3,728	4,930
Meter Re-Reads	3,585	4,126	3,640	3,831
Meter Sets per Month	24	36	42	23
Productivity				
Customer Service Requests	12,326	10,692	11,678	11,634
Cut Offs	4,815	3,024	3,920	4,044
Effectiveness				
Percent of Meters Read Monthly	100%	100%	100%	100%
New Meter Sets	331	427	581	273
Change Out Register	241	616	1,524	1,386

### Measurable Outcomes:

- The department has maintained existing and new service levels utilizing electronic reading technology and reducing operating costs.
- Due to improved technology, customer service requests are expected to decrease in FY 2012-2013.

Meter Reading & Repair Summary	Actual 2011-2012	Budget 2012/2013	Budget 2013/2014	% Change 2013/2014
Personnel Services	\$ 436,727	\$ 458,867	\$ 462,151	0.72%
Operations	278,998	255,269	421,823	65.25%
Capital Projects				
Total	\$ 715,725	\$ 714,136	\$ 883,974	23.78%

Meter Reading Full Time Equivalent Positions	2011-2012 Budget	2012-2013 Budget	2013-2014 Budget	2013-2014 Additions
Meter Crew Leader	1	1	1	
Meter Technician	2	2	2	
Meter Reader	4	4	3	-1
Data Entry Clerk	1	1	1	
Administrative Assistant	1	1	1	
Total	9	9	8	-1

## GENERAL SERVICES DEPARTMENT

### MISSION STATEMENT:

The mission of the Water Distribution department is the maintenance and repair of approximately 290 miles of water pipeline ranging in size from 6-54 inches in diameter. The department is dedicated to providing consistent water service delivery to approximately 19,986 customer connections.

### Department at a Glance

The Water Distribution Department includes the Field Operations Manager, five (5) utility technicians and five (5) tradesmen. The Water Distribution department budget increased 2.32% due to a 3% merit adjustment.

### Key Goals and Objectives

#### Goal 1

Maintain and repair the distribution system from the treatment plant to end users.

##### Objectives:

- Complete timely calls for service with limited disruption to customer's service.
- Report and provide accurate field notes on work orders completed.
- Maintain qualified and trained staff through ongoing training and state certification.

#### Goal 2

Issue a formal Standard Operating Procedure for the departments valve maintenance program.

##### Objectives:

- Utilize VMT and YUMA to exercise and operate all city valves.
- Utilize Infra-map in conjunction with GIS to accurately identify and label valves.
- Develop work orders and complete repairs to faulty valves.

#### Goal 3

Utilize MyGov data management.

##### Objectives:

- Train staff to operate within MyGov.
- Integrate MyGov with a mobile device for field completion of work orders.
- Utilize MyGov for field mapping in place of map books.

### Performance Objectives

- Maintain the water pipeline delivery system.
- Identify, track and replace the water pipeline system using the work order database.
- Improve the work order data management system.

	Actual 2010/2011	Actual 2011/2012	Budget 2012/2013	Budget 2013/2014
Water Distribution				
Demand				
Water Pipeline System (miles)	286	286	296	306
Calls for Service (monthly)	1,945	2,687	3,392	2,237
Workload				
Minor Leaks Repaired	122	92	123	111
Main Leaks Repaired	39	76	66	34
Fire Hydrant Maintained	128	105	147	95
Productivity				
Valves Exercised	312	431	422	481
Water Taps	27	12	32	9
Effectiveness				
Calls Answered within 4 hours	100%	100%	100%	100%
Percent Meeting Monthly Standards	100%	100%	100%	100%

### Measurable Outcomes:

- The department has maintained the existing pipeline system and 5 additional pipeline miles while reducing the operating budget.
- 100% of all service calls are answered within 4 hours.

General Services	Actual	Budget	Budget	% Change
Summary	2011-2012	2012/2013	2013/2014	2013/2014
Personnel Services	\$ 664,961	\$ 665,719	\$ 674,244	1.28%
Operations	168,572	139,519	180,869	29.64%
Capital	7,801	30,488	-	-100.00%
Projects				
Total	\$ 841,334	\$ 835,726	\$ 855,113	2.32%

General Services	2011-2012	2012-2013	2013-2014	2013-2014
Full Time Equivalent Positions	Budget	Budget	Budget	Additions
Field Operations Manager	1	1	1	
Crew Leaders	4	4	4	
Inventory Clerk	1	1	1	
Tradesman	4	4	4	
Total	10	10	10	

## WASTEWATER COLLECTION DEPARTMENT

### MISSION STATEMENT:

The mission of the Wastewater Collection department is to provide customers of the system with superior service in a sanitary and cost effective manner. The department will provide all necessary service to ensure the proper operation and maintenance of approximately 19,986 customer service connections, 257 miles of sewer mains, 13 sanitary sewer pump stations and 2 sewer metering stations.

### Department at a Glance

The Wastewater Collection department includes the Field supervisor, crew leader, utility technician and five (5) tradesmen. The Wastewater Collection department budget increased 16.07% due to an estimated increase in sewer treatment costs.

### Key Goals and Objectives

#### Goal 1

The department will meet the needs of a growing sanitary sewer customer base by improving and prioritizing maintenance activities with the work order data management system and to repair existing plastic sewer mains throughout the city.

##### Objectives:

- Customize the report function of the work/order data base system to make maximum use of historical information related to recurring maintenance issues.
- Improve the generation, collecting and tracking of work orders to reduce travel time and improve program efficiency.
- Track maintenance time and cost to evaluate replacement or repair options.

#### Goal 2

The department will monitor existing sewer pipeline capacity and conditions to ensure uninterrupted service and adequate availability in high growth areas.

##### Objectives:

- Staff will note sewer line capacity on new work order forms and provide information that will prioritize projects and update planning efforts.
- Staff will provide a monthly report of any system overflow or blockage for system evaluation.
- Video inspections of slow flowing or problem mains will allow staff to identify specific locations for repair and improve the flow in existing mains.

#### Goal 3

Staff will aid in the maintenance and updates of the sanitary sewer system computer model and sewer master plan by providing field services and recorded observations.

##### Objectives:

- Staff will provide pertinent work order information to the GIS system and engineering staff that will be used to keep the sanitary sewer model updated.
- Staff will provide historical information relative to the analysis of the individual sewer drainage basins.

- Smoke testing will be utilized to identify needed immediate repairs.

#### Performance Objectives

- Improve and prioritize maintenance activities.
- Monitor sewer conditions to provide uninterrupted service.
- Provide field services to identify and improve problem areas.

	Actual 2010/2011	Actual 2011/2012	Budget 2012/2013	Budget 2013/2014
Wastewater Collection				
Demand				
Sewer Lines (miles)	253	255	258	268
Sewer Customers	16,881	16,987	17,114	17,249
Calls for Service	1,588	3,019	3,260	3,786
Workload				
Sewer Line Video Inspections	23	28	64	23
Lift Station Maintenance	1,692	1,965	1,923	2,453
Average Daily Sewer Flow (gallons)	5,350,000	5,140,000	5,450,000	5,700,000
Productivity				
Sewer Lines Repaired	23	28	64	23
Manholes Cleaned	1,027	1,260	1,016	799
Sewer Taps	7	6	6	3
Effectiveness				
Service Requests answered within 4 hour	100%	100%	100%	100%
Grease Trap Inspections		916	972	376
Waste Hauler Inspections		101	139	72

#### Measurable Outcomes:

- Additional sewer lines have been added with no increase in staff or operational costs other than sewer treatment cost increases.
- New Grease Trap and Water Hauler inspections will be done without an increase in staff or operational costs.

Wastewater Collection	Actual	Budget	Budget	% Change
Summary	2011-2012	2012/2013	2013/2014	2013/2014
Personnel Services	\$ 509,874	\$ 537,368	\$ 576,639	7.31%
Operations	4,013,646	4,244,415	4,973,808	17.18%
Capital Projects	5,162			
Total	\$ 4,528,682	\$ 4,781,783	\$ 5,550,447	16.07%

Sewer	2011-2012	2012-2013	2013-2014	2013-2014
Full Time Equivalent Positions	Budget	Budget	Budget	Additions
Field Supervisor	1	1	1	
Crew Leader (Sewer)	3	3	3	
Utility Technician (Sewer)	1	1	1	
Tradesman (Sewer)	3	3	3	
Total	8	8	8	

## TREATMENT SERVICES

### MISSION STATEMENT:

The mission of the Treatment Services Department is to provide citizens with a superior public drinking water source and to meet all state and federal requirements regarding quality, monitoring and reporting practices as cost efficiently as possible.

### Department at a Glance

The Treatment Department budget includes the Plant Manager, Pre-Treatment Coordinator, three(3) Supervisors, two (2) Chief Operator A's and three and one-half (3.5) Operator B. The Water Treatment budget increased 2.39% due to the increased cost of water from the Trinity River Authority.

### Key Goals and Objectives

#### Goal 1:

Maintain the Superior Public Drinking Water System ranking issued by the Texas Natural Resources Conservation Commission by meeting all pending revisions to rules that govern drinking water production and distribution.

##### Objectives:

- Provide continuing education and training to operators and distribution staff so that updated information on new rules, methods and requirements are employed to maintain system integrity and compliance.
- Continuously review and modify when necessary existing treatment methods and system operations based on new state and federal regulations.
- Evaluate and modify monitoring and reporting practices to meet new regulations and improve treatment processes.

#### Goal 2:

Increase the public education and awareness efforts.

##### Objectives:

- Create updated handouts and PSAs for hydration and information booths.
- Partner with schools to bring programs to them.
- Recruit outside sources to broaden information and resources available.

#### Goal 3:

Increase the quantity and quality of education and training of the staff.

##### Objectives:

- Utilize the in-house training by expanding the number of classes.
- Bring in outside experts for enhanced product and equipment knowledge.
- Promote the use of associations and conferences to build rapport of peers and to draw information and experience.

### Performance Objectives

- Maintain a Superior Public Drinking Water System by water sampling on a regular basis.
- Reorganize the department to improve service delivery.
- Minimize the effects of development and construction projects.



- Comply with all state and federal guidelines relating to public water systems.
- Increase water accountability annually.

Water Quality	Actual 2010/2011	Actual 2011/2012	Budget 2012/2013	Budget 2013/2014
<b>Demand</b>				
Average Monthly Water Flow (gallons)	314,463,721	357,523,660	343,200,000	343,200,000
Water Customers	18,562	19,097	19,688	20,362
Bacteriological Samples	720	720	720	720
<b>Workload</b>				
Annual Purchased Drinking Water (gallons)	395,000	395,000	395,000	395,000
Annual Raw water Purchased (millions/gal)	3.8	4.304	3.84	4.12
Average KWH Water Pumped	1.05	1.05	1.03	1.03
Annual Plant Production (billions/gal)	3,774	4,300	4,300	4,300
State of Texas Compliance Samples	24	24	24	30
Irrigation Systems	11,000	11,205	11,412	11,600
Water Conservation Initiatives	5	6	7	10
<b>Productivity</b>				
Ground Storage Capacity (millions/gal)	4.25	4.25	4.25	4.25
Elevated Storage Capacity (millions/gal)	4.00	4.00	4.00	4.00
Pumping Capacity (daily/gal)	57,000,000	57,000,000	57,000,000	57,000,000
Treatment Capacity (gallons)	45,000,000	45,000,000	45,000,000	45,000,000
Irrigation Plans reviewed within 24 Hours	100%	100%	100%	100%
<b>Effectiveness</b>				
Public Water System	Superior	Superior	Superior	Superior
Accountability (water billed)	95%	95%	95%	95%
Postive Total Coliform/Fecal Bacteria San	None	None	None	None
Citizen participation in conservation	635	1,000	1,000	1,000
Compliance with EPA Pretreatment Regul	100%	100%	100%	100%

#### Measurable Outcomes:

- The Public Water System has been rated “Superior” by the State of Texas.
- No Coliform or Bacteria has been found in the Public Water System
- Citizen participation in water conservation efforts has increased 100% since initiatives began.

Treatment Summary	Actual 2011-2012	Budget 2012/2013	Budget 2013/2014	% Change 2013/2014
Personnel Services	\$ 1,017,441	\$ 763,252	\$ 840,026	10.06%
Operations	5,094,444	6,197,084	6,286,330	1.44%
Capital Projects				
Total	\$ 6,111,884	\$ 6,960,336	\$ 7,126,356	2.39%

Water Treatment Full Time Equivilent Positions	2011-2012 Budget	2012-2013 Budget	2013-2014 Budget	2013-2014 Additions
Water Plant Manager	1	1	1	
Pre-Treatment Coordinator	1	1	1	
Supervisor	3	3	3	
Chief Operator A	3	2	2	
Plant Operator B	3.5	3.5	3.5	
Total	11.5	10.5	10.5	

## WATER QUALITY

### MISSION STATEMENT:

The mission of the Water Quality Department is to ensure water quality throughout the water and collection system and educate the community on water conservation.

### Department at a Glance

The Water Quality department includes the pre-treatment coordinator, education specialist and plant operator trainee. The Water Quality budget increased 47.84% due to the transfer of one (10 operator trainee position from the water treatment department.

### Key Goals and Objectives

#### Goal 1:

Ensure all commercial and industrial users are compliant with local, state and federal regulations.

##### Objectives:

- Permit new and existing industries that have the potential to discharge waste above local limits.
- Inspect, sample and monitor permitted industries to ensure compliance with permit requirements.
- Identify commercial and industrial users with high biochemical oxygen demand and total suspended solids in their waste stream.

#### Goal 2:

Educate the community on ways to protect the environment and water conservation measures.

- Educate the public on proper disposal of fats, oils and grease as well as provide a drop off location.
- Hold various workshops to educate the public on ways to save water. (rain barrel classes, Smartscape classes and gardening classes
- Organize various cleanup events throughout the year.

#### Goal 3:

Submit regulatory compliance documents to various entities.

##### Objectives:

- Submit various annual reports to the Texas Water Development Board, Environmental Protection Agency, Trinity River Authority and Tarrant Regional Water District.
- Bring utility ordinances and resolutions to city council for approval.
- Update monthly water and wastewater flows.

Water Quality Summary	Actual 2011-2012	Budget 2012/2013	Budget 2013/2014	% Change 2013/2014
Personnel Services	\$ 83,403	\$ 127,649	\$ 215,544	68.86%
Operations	51,229	63,891	67,636	5.86%
Capital Projects				
Total	\$ 134,632	\$ 191,540	\$ 283,179	47.84%

Water Quality Full Time Equivilent Positions	2011-2012 Budget	2012-2013 Budget	2013-2014 Budget	2013-2014 Additions
Pre-Treatment Coordinator	0	1	1	
Educational Specialist	0	1	1	
Plant Operator Trainee	0	0	1	1
Total	0	2	3	1

## WATER DEMAND MANAGEMENT

### MISSION STATEMENT:

The mission of the Water Demand Management Department is to ensure water quality throughout the water and collection system and educate the community on water conservation.

### Department at a Glance

The Water Demand Management department includes one treatment supervisor. The Water Demand Management budget increased 5.19% due to a 3% salary adjustment and supply costs.

### Key Goals and Objectives

#### Goal 1:

Administer the Landscape Irrigation Program while permitting, inspecting and enforcing codes and ordinances set forth by the State of Texas under Title 30, Texas Administration Code, Chapter 344 and the City of Mansfield irrigation ordinance.

#### Objectives:

- Communicate with the Texas Commission on Environmental Quality to stay informed on current landscape regulations.
- Verify that all landscape irrigation plans issued to the City of Mansfield meet design criteria and verify that each new system installed is permitted and coordinates with the plan submitted.
- Conduct personal relations with irrigators in order to keep them informed of all current regulations and perform reviews and final inspections in a timely manner.

#### Goal 2:

Administer the Water Demand Management Plan which consists of drought contingency and the water conservation plan.

- Keep constant communication with the Tarrant Regional Water District and continue to monitor reservoir levels and implement the drought contingency and water conservation Plan.
- Enforce water waste prohibitions that have been established by city council in the Water Conservation Plan.
- Work with City Council, staff and the Tarrant Regional Water District to continually evaluate existing strategies and implement new and innovative methods for preserving the water supply for current and future generations.

**Goal 3:**

Promote the Utility Division's Water Quality and Water Conservation Public Education Campaign.

**Objectives:**

- Work with industry establishments and residents in hosing water

conservation classes such as rain barrel construction.

- Administer the Residential Landscape Irrigation Backflow program.
- Assist residents by providing free landscape irrigation audits and system evaluation.

Water Demand Summary	Actual 2011-2012	Budget 2012/2013	Budget 2013/2014	% Change 2013/2014
Personnel Services	\$ 86,741	\$ 82,126	\$ 90,584	10.30%
Operations	16,189	24,753	21,839	-11.77%
Capital Projects				
Total	\$ 102,930	\$ 106,879	\$ 112,423	5.19%

Water Demand Management Full Time Equivalent Positions	2011-2012 Budget	2012-2013 Budget	2013-2014 Budget	2013-2014 Additions
Treatment Supervisor	1	1	1	
Total	1	1	1	

## LABORATORY SERVICES

### MISSION STATEMENT:

The mission of the Laboratory Service Department is to provide quality drinking water by measuring water bacteriological analysis that meets or exceeds all TCEQ and TNI (2009) standards and requirements regarding sample analysis, monitoring and reporting practices.

### Department at a Glance

The Laboratory Services Department includes one (1) lab supervisor. The Laboratory Services department budget increased 3.66% due to a 3% salary adjustment.

### Key Goals and Objectives

#### Goal 1:

Maintain laboratory accreditation issued by the TCEQ.

#### Objectives:

- Comply with established volume of sample analysis.
- Ensure compliance with established test methods.
- Evaluate reporting practices to ensure compliance with all requirements.

#### Goal 2:

Provide consistent laboratory bacteriological analysis.

- Continue to evaluate and modify the laboratory quality system.
- Adhere to established quality assurance and quality control procedures.
- Continue to provide correct documentation and record keeping.

#### Goal 3:

Maintain a pass rating on proficiency testing for laboratory accreditation.

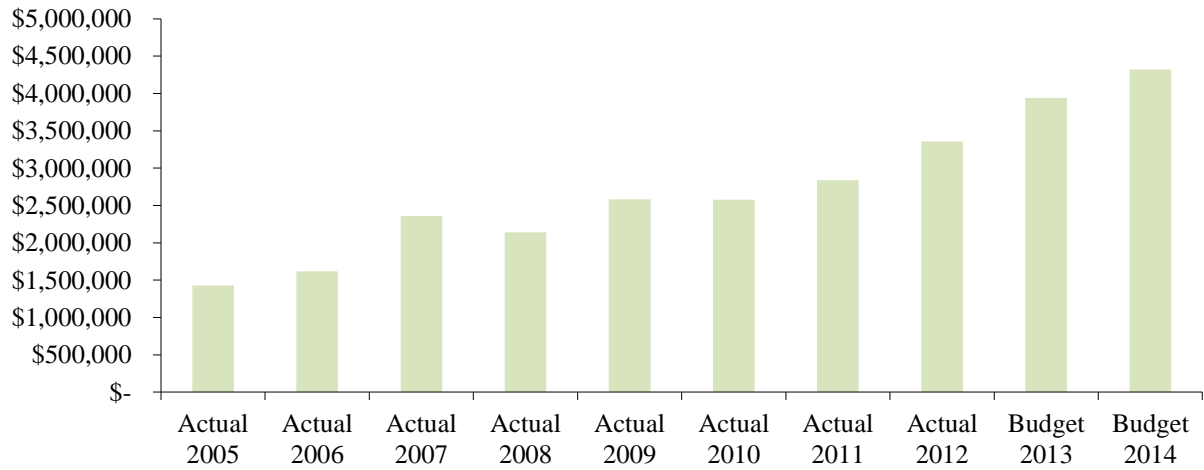
#### Objectives:

- Provide continued training for laboratory staff and PT methods.
- Maintain an established proficiency test schedule.
- Evaluate PT reporting practices to ensure compliance with all requirements

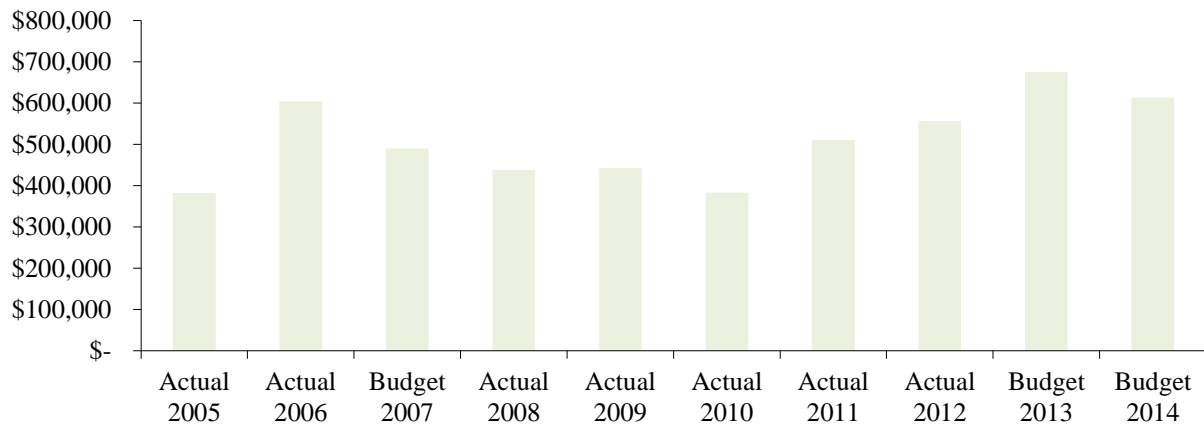
Laboratory Services Summary	Actual 2011-2012	Budget 2012/2013	Budget 2013/2014	% Change 2013/2014
Personnel Services	\$ 81,912	\$ 81,860	\$ 86,506	5.68%
Operations	19,351	25,024	24,294	-2.92%
Capital Projects				
<b>Total</b>	<b>\$ 101,263</b>	<b>\$ 106,883</b>	<b>\$ 110,799</b>	<b>3.66%</b>

Laboratory Services Full Time Equivalent Positions	2011-2012 Budget	2012-2013 Budget	2013-2014 Budget	2013-2014 Additions
Lab Supervisor	1	1	1	
<b>Total</b>	<b>1</b>	<b>1</b>	<b>1</b>	

### Water Purchase Costs

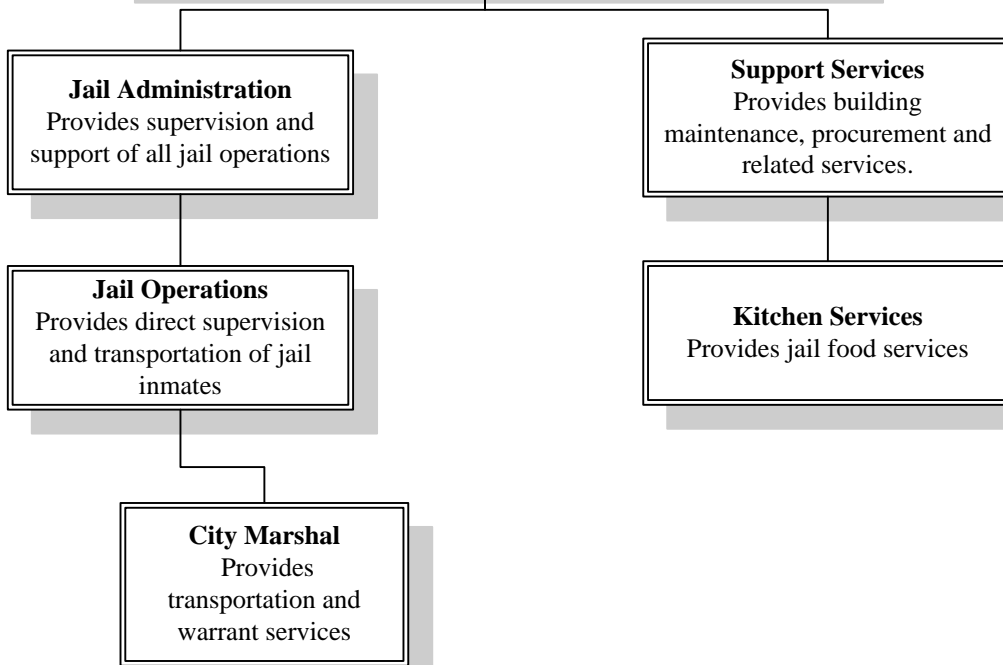


### Electric Costs

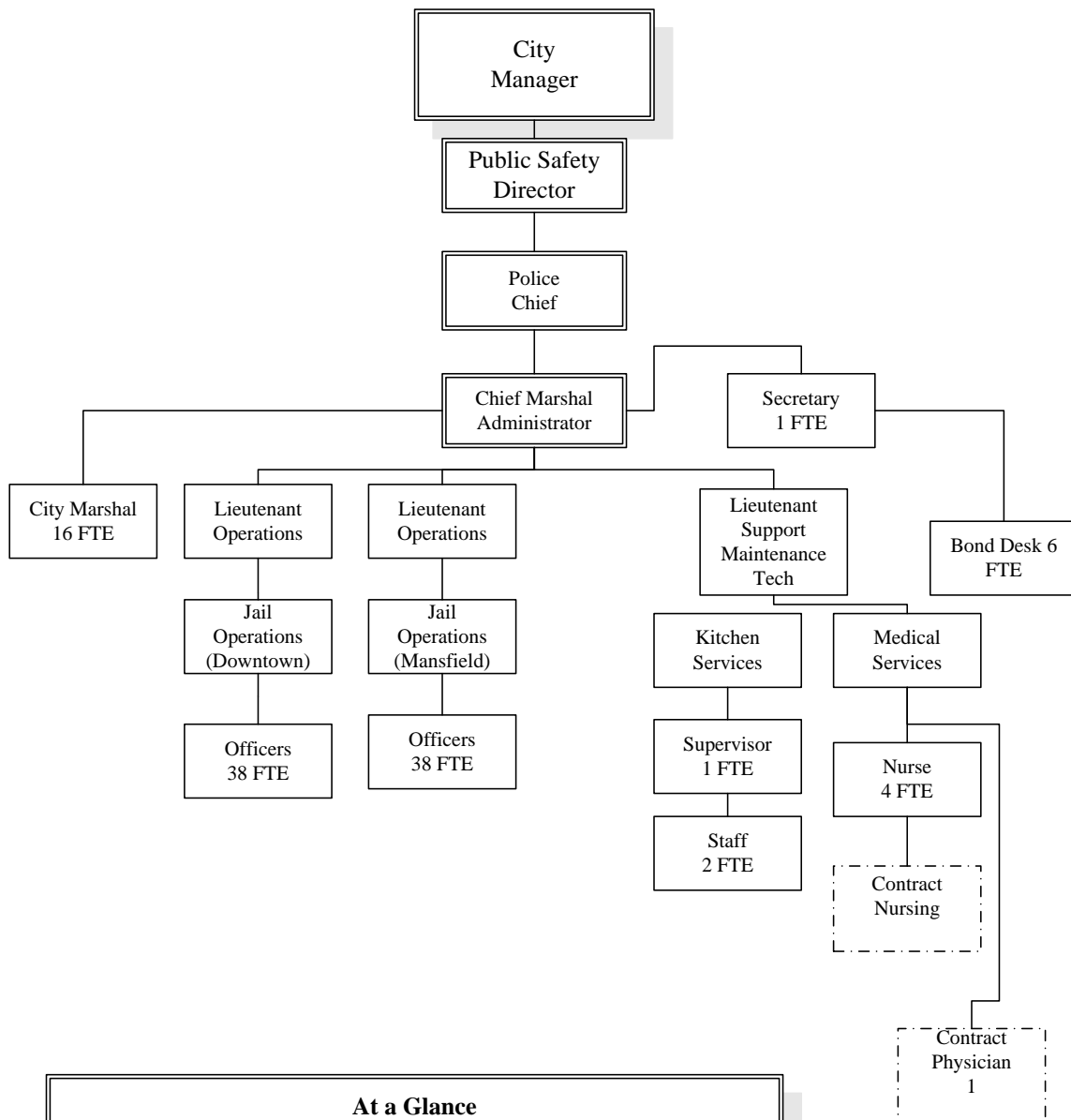


**DIVISION OF PUBLIC SAFETY**

**LAW ENFORCEMENT CENTER**







#### At a Glance

##### The Jail Division Highlights

- ❑ The Jail has contracts with the Federal Government, The City of Ft. Worth and The City of Kennedale to house prisoners.
- ❑ The Average Daily Inmate population is estimated in FY 2013-2014 is 410 prisoners.
- ❑ The jail is estimated to receive housing revenue in excess of \$8 million dollars in FY 2013-2014.

## DIVISION AT A GLANCE

### LAW ENFORCEMENT CENTER

#### Budget Summary

The Law Enforcement Center Division includes the Administration, Operations, City Marshal, Support, Kitchen and Medical departments. The Law Enforcement Center budget increased 14.58% due to a 3% salary adjustment, full funding of frozen positions, increase in food and supply costs due to an increase in the average daily population.

Departments	Actual 2011-2012	Budget 2012/2013	Budget 2013/2014	% Change 2013/2014
Administration	\$ 248,920	\$ 233,659	\$ 266,343	13.99%
Operations	5,130,945	5,220,045	5,596,394	7.21%
City Marshal	1,026,557	1,183,434	1,489,892	25.90%
Support	521,407	532,378	721,134	35.46%
Food Service	740,078	648,159	883,482	36.31%
Medical	474,008	479,316	549,704	14.69%
<b>Total</b>	<b>\$ 8,141,916</b>	<b>\$ 8,296,990</b>	<b>\$ 9,506,948</b>	<b>14.58%</b>

Division Summary	Actual 2011-2012	Budget 2012/2013	Budget 2013/2014	% Change 2013/2014
Personnel Services	\$ 6,919,054	\$ 7,186,397	\$ 8,043,870	11.93%
Operations	1,222,862	1,110,593	1,463,078	31.74%
Capital Projects		-		
<b>Total</b>	<b>\$ 8,141,916</b>	<b>\$ 8,296,990</b>	<b>\$ 9,506,948</b>	<b>14.58%</b>



## SUMMARY OF LAW ENFORCEMENT STAFFING

Law Enforcement Center Full Time Equivalent Positions	2011-2012 Budget	2012-2013 Budget	2013-2014 Budget	2013-2014 Additions
Jail Administrator	1	1	1	
Secretary	1	1	1	
Lieutenant	3	4	4	
Sergeant Operations	6	4	4	
Corporal	6	6	6	
Record Manager	1	1	1	
Correctional Officer	62	62	62	
Sergeant-City Marshal	0	2	2	
Corporal-City Marshal	0	1	1	
City Marshal	16	13	14	1
Maintenance Technician	0	0	1	1
Bond Clerks	5	5	6	1
Head Cook	1	1	1	
Kitchen Aide	3	3	2	-1
Nurse	4	5	5	
<b>Total</b>	<b>109</b>	<b>109</b>	<b>111</b>	<b>2</b>

### Do You Know?

The City of Mansfield Law Enforcement Center has contracts with The City of Ft. Worth, City of Kennedale and the Federal Government to hold prisoners.

## ADMINISTRATION DEPARTMENT

### MISSION STATEMENT:

The mission of the Administration Department is to provide the highest level of service, in partnership with the community, to foster a safe atmosphere promoting the highest quality of life for all people.

### Department at a Glance

The Administration department budget increased 13.99% due to a 3% salary and equity adjustment and additional supply costs.

### Key Goals and Objectives

#### Goal 1:

Enhance the facility security.

Objectives:

- Add and relocate lighting.
- Improve the existing visitor screening process.
- Improve the visitor identification card system.

#### Goal 2:

Improve the facility efficiency.

Objectives:

### Performance Objectives

- Enhance the facility lighting.
- Enhance the facility efficiency.
- Improve the facility technology.

- Conduct an energy audit.
- Initiate an energy efficient lighting retro-fit program.
- Initiate an energy efficient plumbing fixture retro-fit program

#### Goal 3:

Enhance the facility technology.

Objectives:

- Audit existing computer equipment.
- Update software where applicable.
- Improve the website navigation and ability.

Administration	Actual 2010/2011	Actual 2011/2012	Budget 2012/2013	Budget 2013/2014
Demand				
Service Departments	6	6	6	6
Division Staff budgeted	114	104	109	111
Division Budget	\$ 7,890,293	\$ 8,742,573	\$ 8,296,990	\$ 9,506,948
Workload				
Staff supervised	114	104	109	111
Average Daily Inmate Population	213	291	242	410
Intergovernmental Agreements	4	4	4	4
Productivity				
Percent of Jail Beds Occupied	77%	70%	88%	98%
Staffing Levels Required	114	104	109	111
Effectiveness				
Housing Revenue	\$ 6,421,396	\$ 8,606,702	\$ 6,966,576	\$ 9,346,948
Telephone Revenue	\$ 102,268	\$ 135,870	\$ 102,268	\$ 160,000
Average Cost per Inmate per Day	\$ 101.49	\$ 82.31	\$ 93.93	\$ 63.52
Number of Agencies Using Facility	6	6	6	6

#### Measurable Outcomes:

- Increase the measureable lighting foot candle power.
- Replace 20% of electrical and plumbing fixtures.
- Update 80% of computer software systems.

Administration	Actual	Budget	Budget	% Change
Summary	2011-2012	2012/2013	2013/2014	2013/2014
Personnel Services	\$ 210,693	\$ 195,767	\$ 224,081	14.46%
Operations	38,227	37,892	42,262	11.53%
Capital Projects				
Total	\$ 248,920	\$ 233,659	\$ 266,343	13.99%

Administration	2011-2012	2012-2013	2013-2014	2013-2014
Full Time Equivalent Positions	Budget	Budget	Budget	Additions
Jail Administrator	1	1		1
Secretary	1	1		1
Total	2	2		2

## OPERATIONS DEPARTMENT

### MISSION STATEMENT:

The mission of the Operations Department is to provide the highest level of service, in partnership with the community, to foster a safe atmosphere promoting the highest quality of life for all people.

### Department at a Glance

The Operations department budget increased 7.21% due to a 3% salary adjustment and fully funding previously frozen positions.

### Key Goals and Objectives

#### Goal 1:

Increase the level of professionalism and knowledge of officers.

#### Objectives:

- Provide advanced supervisory training.
- Advance qualified staff to an intermediate jail course.
- Seek out and provide additional training for case managers.

#### Goal 2:

Increase the department moral to reduce stress and loss of time.

### Performance Objectives

- Increase the level of professionalism and knowledge of officers.
- Increase the department moral to reduce stress and loss of time.
- Promote overall better employee health.

#### Objectives:

- Enhance the recognition program.
- Create and deploy specialty units.
- Involve officers in more city functions.

#### Goal 3:

Promote overall better employee health.

#### Objectives:

- Provide more relief for officers to attend city training.
- Encourage department facility activities.
- Encourage officers to utilize the workout facility.

Operations	Actual 2010/2011	Actual 2011/2012	Budget 2012/2013	Budget 2013/2014
Demand				
Operations Staff	94	76	90	77
Average Daily Inmate Population	213	291	242	410
Workload				
Inmates Transported Daily	66	87	84	120
Average Daily Inmates booked	99	103	120	130
Average Daily Inmates released	99	102	120	130
Housing Units supervised	15	15	15	15
Productivity				
Inmates processed daily	132	205	158	260
Average Processing time (minutes)	30	30	30	30
Minimum staffing-8 Hour shift	26	26	26	26
Effectiveness				
Turnover Rate	18%	24%	15%	15%
Mandatory Training Provided	100%		100%	100%
Lawsuits				

#### Measurable Outcomes:

- Increase the training hours of each officer by eight (8) hours.
- Increase officer participation in city health training.
- Improve the turnover rate and loss of time.

Operations Summary	Actual 2011-2012	Budget 2012/2013	Budget 2013/2014	% Change 2013/2014
Personnel Services	\$ 4,945,284	\$ 5,038,827	\$ 5,412,062	7.41%
Operations	185,661	181,218	184,332	1.72%
Capital Projects				
Total	\$ 5,130,945	\$ 5,220,045	\$ 5,596,394	7.21%

Operations Full Time Equivalent Positions	2011-2012 Budget	2012-2013 Budget	2013-2014 Budget	2013-2014 Additions
Lieutenant	4	4		4
Sergeant Operations	6	4		4
Corporal	6	6		6
Record Manager	1	1		1
Correctional Officer	62	62		62
Total	79	77		77

## MARSHALS DEPARTMENT

### MISSION STATEMENT:

The mission of the Operations Department is to provide the highest level of service, in partnership with the community, to foster a safe atmosphere promoting the highest quality of life for all people.

### Department at a Glance

The Marshal's department budget increased 25.90% due to a 3% salary adjustment, fully funding previously frozen positions and increases in fuel, supplies, training and ammunition.

### Key Goals and Objectives

#### Goal 1

Enhance Marshal training.

#### Objectives:

- Provide instructor training for Deputy Marshals.
- Increase Marshal training initiative.
- Provide additional specialty training.

#### Goal 2:

Create a Warrants/Courts Unit within the City Marshals.

#### Objectives:

### Performance Objectives

- Enhance Marshal training.
- Create a Warrants/Courts Unit within the City Marshals.
- Increase visibility of City Marshals

### Measurable Outcomes:

- Provide outside training to certify a minimum of one (1) marshal as an instructor.
- Improve warrant revenue by 20%
- Reduce overtime by 10%

- Ensure consistent warrant service to increase warrant revenue.
- Reduce overtime by having assigned Marshals cover the bailiff duties.
- Improve production in transport.

#### Goal 3:

Increase visibility of City Marshals.

#### Objectives:

- Deter crime in public parks and special events.
- Participate in more community programs.
- Provide security for public buildings.



City Marshal Summary	Actual 2011-2012	Budget 2012/2013	Budget 2013/2014	% Change 2013/2014
Personnel Services	\$ 989,124	\$ 1,121,219	\$ 1,394,244	24.35%
Operations	37,433	62,215	95,648	53.74%
Capital Projects				
Total	\$ 1,026,557	\$ 1,183,434	\$ 1,489,892	25.90%

City Marshal Full Time Equivalent Positions	2011-2012 Budget	2012-2013 Budget	2013-2014 Budget	2013-2014 Additions
Sergeant-City Marshal	0	2	2	
Corporal-City Marshal	0	1	1	
City Marshal	16	13	14	1
Total	16	16	17	1

## SUPPORT SERVICES DEPARTMENT

### MISSION STATEMENT:

The mission of the Support Services Department is to provide the highest level of service, in partnership with the community, to foster a safe atmosphere promoting the highest quality of life for all people.

### Department at a Glance

The Support Services department budget increased 35.46% due to a 3% salary adjustment, the addition of one maintenance technician and transfer of one (1) FTE from jail operations to the bond desk.

### Key Goals and Objectives

#### Goal 1:

Maintain adequate computer stations to ensure the consistent flow of computer entry by the Bond Services Staff.

- Seek competitive pricing to ensure the best price is obtained for goods and services.
- Monitor all supplies in order to maintain an acceptable use and inventory of supplies.

#### Goal 3:

Increase the awareness of risk management.

#### Goal 2:

Minimize expenditures related to the procurement of goods and services.

#### Objectives:

#### Objectives:

- Utilize additional storage space to provide space for bulk purchasing opportunities of chemicals, janitorial supplies and other related items.
- Provide additional in-house training.
- Provide continuing supervisory training.
- Encourage staff to participate in the city health programs.

### Performance Objectives

- Maintain adequate computer stations to ensure the consistent flow of computer entry by the Bond Services Staff.
- Minimize expenditures related to the procurement of goods and services.
- Minimize expenditures related to the procurement of goods and services.

Support	Actual 2010/2011	Actual 2011/2012	Budget 2012/2013	Budget 2013/2014
Demand				
Computer Systems	28	28	30	30
Square Footage	42,816	42,816	42,816	42,816
Workload				
Work Orders Processed	748	1,040	1,080	1,480
Housing Units	15	15	15	15
Productivity				
Work Orders Completed	748	1,040	1,080	1,480
Cooperative Purchasing Agreements	4	4		4
Effectiveness				
Staffing Level	5	5	5	6
Housing Units	15	15	15	15
Work Orders Completed	748	1,040	1,080	1,480

**Measurable Outcomes:**

- Reduce the employee turnover rate.
- Redirect 90% of pre book in to the initiating facility.
- Reduce the expense per inmate by 5%.

Support Summary	Actual 2011-2012	Budget 2012/2013	Budget 2013/2014	% Change 2013/2014
Personnel Services	\$ 242,723	\$ 272,268	\$ 424,872	56.05%
Operations	278,685	260,110	296,262	13.90%
Capital Projects				
Total	\$ 521,407	\$ 532,378	\$ 721,134	35.46%

Support Full Time Equivalent Positions	2011-2012 Budget	2012-2013 Budget	2013-2014 Budget	2013-2014 Additions
Maintenance Technician	0	0	1	1
Bond Clerks	5	5	6	1
Total	5	5	7	2

## FOOD SERVICE DEPARTMENT

### MISSION STATEMENT:

The mission of the Food Services Department is to provide the highest level of service, in partnership with the community, to foster a safe atmosphere promoting the highest quality of life for all people.

### Department at a Glance

The Food Service department budget increased 36.31% due to a 3% salary adjustment and increases in food and kitchen supplies due to an increase in the estimated inmate population. One (1) FTE has been eliminated. Additional contract services will be utilized to supplement existing staffing.

### Key Goals and Objectives

#### Goal 1:

Update food and dietary menus.

Objectives:

- Continue to develop cost effective ordering, menu planning.
- Develop new dietary and menu options.
- Create and maintain new cooking options.

#### Goal 2:

Improve the existing equipment.

Objectives:

- Evaluate the preventative maintenance program on existing equipment.
- Evaluate the operational condition of all appliances.
- Establish an equipment replacement program.

#### Goal 3:

Maximize Production.

Objectives:

- Evaluate cost savings initiatives.
- Schedule shifts to reduce overtime costs.
- Enhance training for all staff.

### Performance Objectives

- Update food and dietary menus.
- Improve existing equipment.
- Maximize Production.

	Actual 2010/2011	Actual 2011/2012	Budget 2012/2013	Budget 2013/2014
<b>Kitchen</b>				
Demand				
Average Daily Inmate Population	213	291	242	410
Average Daily Meals Served	639	873	726	1230
Workload				
Average Daily Meals Served	639	873	726	1230
Daily Meals	3	3	3	3
Hot Meals served Daily	2	2	2	2
Productivity				
Average Daily Calorie Count	2,800	2,800	2,800	2,800
Average Daily Meals Served	639	873	726	1230
Hot Meals served Daily	2	2	2	2
Effectiveness				
Staffing Level	7	7	7	7
Cost per Inmate per day	\$ 3.56	\$ 2.08	\$ 3.25	1.97

### Measurable Outcomes:

- Produce an equipment replacement program.
- Improve the kitchen cost per inmate servings.
- Increase training of all staff members by eight (8) hours.

Food Service Summary	Actual 2011-2012	Budget 2012/2013	Budget 2013/2014	% Change 2013/2014
Personnel Services	\$ 215,007	\$ 214,946	\$ 183,154	-14.79%
Operations	525,071	433,213	700,328	61.66%
Capital Projects				
Total	\$ 740,078	\$ 648,159	\$ 883,482	36.31%

Kitchen Full Time Equivalent Positions	2011-2012 Budget	2012-2013 Budget	2013-2014 Budget	2013-2014 Additions
Head Cook	1	1	1	
Cooks	0	0	0	
Kitchen Aide	3	3	2	-1
Total	4	4	3	-1

## MEDICAL SERVICES DEPARTMENT

### MISSION STATEMENT:

The mission of the Medical Services Department is to provide the highest level of service, in partnership with the community, to foster a safe atmosphere promoting the highest quality of life for all people.

### Department at a Glance

The Medical Services department budget increased 14.69% due a 3% salary adjustment, increased costs of converting two part-time positions to a full time position and increased contract cost.

### Key Goals and Objectives

#### Goal 1:

Maintain the medical expense per average inmate.

#### Objectives:

- Evaluate manpower schedules to control overtime.
- Improve organization and inventory area.
- Complete bulk purchases where available.

#### Goal 2:

Enhance nurse training.

### Performance Objectives

- Maintain the medical expense per average inmate.
- Enhance nurse training.
- Streamline the overall operation.

#### Objectives:

- Conduct training survey.
- Enlist specialty training.
- Provide stress management training.

#### Goal 3:

Streamline the overall operation.

#### Objectives:

- Standardize the audit review of supplies.
- Evaluate inventory trends.
- Enhance technology for program compatibility.

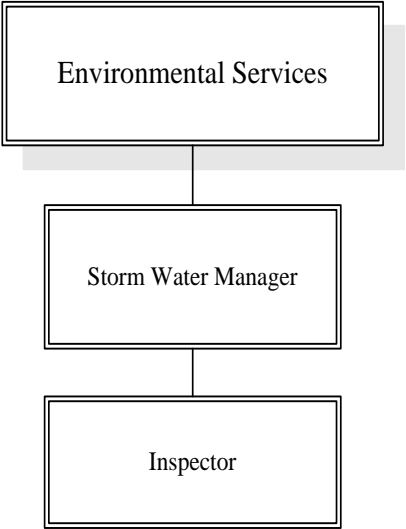
Medical	Actual 2010/2011	Actual 2011/2012	Budget 2012/2013	Budget 2013/2014
Demand				
Average Daily Inmate Population	213	291	242	410
Average Daily New Arrivals	66	103	94	130
Average Daily Nursing Assessments	66	103	94	130
Workload				
Sick Calls per Week	155	210	151	390
Doctor Called	228	52	236	52
Medications Dispensed (annual)	69,970	72,780	79,497	119,000
Productivity				
Staffing Level	5	5	5	5
Average Inmate Sick Call (weekly)	155	5	151	15
Inmate Deaths	None	none	None	0
Effectiveness				
Inmate Deaths	None	none	None	none
Doctor Called	228	210	236	390
Medication Dispensed	69,970	72,780	79,497	119,000

**Measurable Outcomes:**

- Reduce the inventory waste by 20%.
- Enhance training hours by ten (10) hours per nurse.
- Allow technology to compliment requests.

Medical Summary	Actual 2011-2012	Budget 2012/2013	Budget 2013/2014	% Change 2013/2014
Personnel Services	\$ 316,223	\$ 343,371	\$ 405,458	18.08%
Operations	157,785	135,945	144,247	6.11%
Capital Projects				
Total	\$ 474,008	\$ 479,316	\$ 549,704	14.69%

Medical Full Time Equivalent Positions	2011-2012 Budget	2012-2013 Budget	2013-2014 Budget	2013-2014 Additions
Nurse	4	5	5	
Total	4	5	5	



**At a Glance**  
The Environmental Services  
Department Inspects and Maintains  
13,272 feet of box culverts



## **ENVIRONMENTAL SERVICES DEPARTMENT**

### **MISSION STATEMENT:**

The mission of the Environmental Services Department is to oversee and implement the City's Municipal Separate Storm Water Sewer System (MS4) Permit, develop drainage capital improvement projects and schedule drainage improvement maintenance activities.

### **Department at a Glance**

The Environmental Services Department is funded through fees assessed to residential and commercial customers. The fund includes one (1) storm water manager and partial allocations of salary and benefits of the street supervisor, public works director and inspector. The Drainage Utility Fund budget did not increase in FY 2013-2014.

### **Key Goals and Objectives**

#### **Goal 1:**

Fully implement all measures submitted to the TCEQ through the Storm Water Management Plan developed for the City of Mansfield.

#### **Objectives:**

- Evaluate upcoming permit, review current municipal activities, draft new management plan and begin implementation of any new activities necessary to meet permit requirements.
- Continue to evaluate the effectiveness of control measures to improve surface water quality.
- Cease ineffective control measures and replace with more effective control measures when needed.

#### **Goal 2:**

Identify drainage capital improvement needs and address as appropriate.

#### **Objectives:**

- Complete existing identified drainage CIP projects.
- Evaluate drainage CIP needs to create projects as funding is available.
- Identify potential new drainage CIP projects and reprioritize the CIP list as needed.

#### **Goal 3:**

Conduct regular drainage infrastructure maintenance in a timely manner.

#### **Objectives:**

- Ensure drainage channels and other areas are maintained to provide adequate capacity and reduce the risk of flooding to adjacent structures.
- Ensure the vegetation of drainage channels and other areas are maintained to provide adequate fire protection.
- Identify drainage infrastructure in need of reconstruction.

### Performance Objectives

- Maintain 11 miles of channel & ditch areas.
- Ensure all vegetation is controlled to allow proper drainage.

	Actual 2010/2011	Actual 2011/2012	Budget 2012/2013	Budget 2013/2014
Drainage Utility Fund				
Demand				
Calls for Service	267	237	260	310
Workload				
Calls for Service	267	237	260	310
Vegetation Control (acres)	56	56	56	56
Ditch & channel Maintenance (miles)	11	11	11	13
Productivity				
Vegetation Control (acres)	56	56	56	56
Box Culverts Cleaned-Annually (feet)	10,072	10,072	10,072	10,072
Open Channels Cleaned-Annually (feet)	59,163	59,163	59,163	59,165
Pipe Channels Cleaned-Annually (feet)	41,196	41,196	41,196	42,500
Effectiveness				
Master Drainage Studies Completed	0	0	1	2
Master Drainage Projects Completed	0	0	3	2
Bonds Issued for Improvements	0	0	0	0

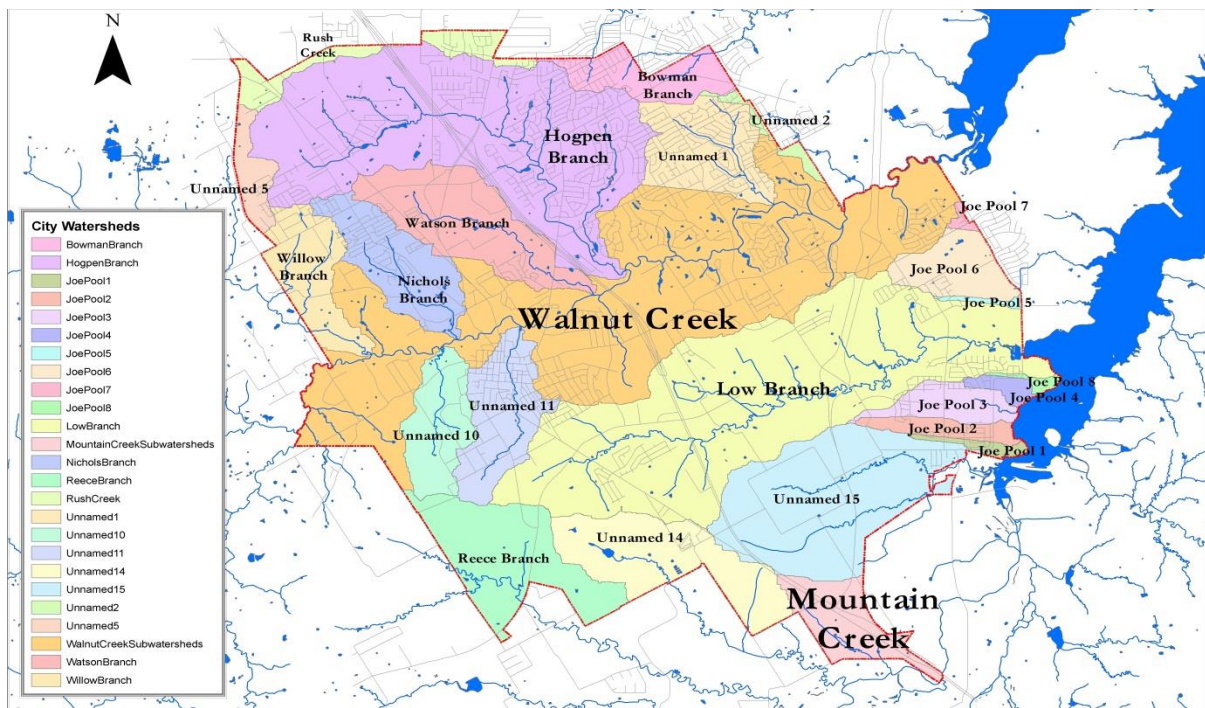
### Measurable Outcomes:

- 11 miles of ditch and channel areas are cleaned annually to provide adequate drainage flow.
- 56 acres of vegetation are cleaned and mowed annually.

	Actual 2011-2012	Budget 2012/2013	Budget 2013/2014	% Change 2013/2014
Departments				
Operations	751,998	565,971	602,034	6.37%
Total	\$ 751,998	\$ 565,971	\$ 602,034	6.37%

Division	Actual 2011-2012	Budget 2012/2013	Budget 2013/2014	% Change 2013/2014
Summary				
Personnel Services	\$ 208,472	\$ 241,962	\$ 266,283	10.05%
Operations	543,525	324,009	335,751	3.62%
Capital Projects				
Total	\$ 751,998	\$ 565,971	\$ 602,034	6.37%

Drainage Improvements Description	Budget 2012-2013	Budget 2013-2014	Budget 2014-2015
Hogpen Drainage Analysis		\$ 75,000	
Hogpen Debbie Pond Construction			
Hogpen A Design		50,000	
Hogpen A Construction			450,000
Hogpen B Mitigation Bank			
Pond Branch Channel Improvements		75,000	725,000
Glen Abbey Drainage Construction		125,000	
Lancelot Channel Improvements			
Breckenridge Drainage Improvements			
Pond Branch Property Improvements			
Meadowlark Swale	40,000		
Patterson Channel Improvements		75,000	
Prior Year projects	83,368	417,514	
<b>Totals</b>	<b>\$ 123,368</b>	<b>\$ 817,514</b>	<b>\$ 1,175,000</b>



## **SPECIAL REVENUE FUNDS**

*The Special Revenue Funds are used to account for proceeds of specific revenue resources (other than major capital projects) that are legally restricted to expenditures for specified purposes. These funds include Hotel/Motel Tax Fund, Mansfield Park Facilities Development Corporation, Mansfield Economic Development Corporation and the Tree Mitigation Fund.*

*The City of Mansfield Tourism Department funded by an annual appropriation approved by City Council during the budget adoption. The Tourism Department is fund from Hotel/Motel Tax Fund.*

## **THE HOTEL/MOTEL TAX FUND**

*The Hotel/motel Tax Fund is used to account for Hotel/Motel tax revenues. Section 351.101 of the Texas Tax Code, Use of Tax Revenue, states that revenue from the municipal hotel occupancy tax may be used to promote tourism and the convention/hotel industry.*

## **HOTEL/MOTEL TAX FUND**

### **MISSION STATEMENT:**

The mission of the Hotel/Motel Tax Fund is to promote programs related to tourism, advertising, promotions, programs advancing the arts and historical preservation within the City of Mansfield.

### **Department at a Glance**

The Hotel/Motel Tax is used to fund various organizations that promote tourism, art and historical preservation. In FY 2013-2014, \$509,020 in estimated revenue will be available for funding the various tourism, arts and historical programs as directed by City Council.

### **Key Goals and Objectives**

#### **Goal 1:**

Advertise and conduct solicitations and promotional programs to attract tourists and convention delegates or registrants to the City of Mansfield or its vicinity.

##### **Objectives:**

- Dedicate resources to advertising and conducting solicitations and promotional programs to attract tourists and convention delegates or registrants to the municipality or local vicinity.
- Encourage advertising in various magazines, websites and local organizations to promote the City of Mansfield's hotels.
- Assist local organizations in the promotion of Mansfield as a tourist destination.

#### **Goal 2:**

Encourage, promote, improve and provide application of the arts, including instrumental and vocal music, dance, drama, folk art, creative writing, architecture, design and allied fields, painting, photography, graphic and craft arts, motion pictures, radio, television, tape and sound recording and other art, performance, execution and exhibition of these major art forms.

##### **Objectives:**

- Provide through the City Council and Hotel/Motel subcommittee funding to promote the arts during the city's annual budget process.
- Provide staff support as requested by the various organizations who request assistance.
- Encourage events that promote the arts and assist in the marketing mediums to increase public awareness for these events.

### Goal 3:

Support historical restoration and preservation projects or activities or advertising and conduct solicitations and promotional programs to encourage tourists and convention delegates to visit preserved historic sites or museums.

#### Objectives:

- Provide through the City Council and Hotel/Motel subcommittee funding to promote historical restoration and preservation projects and activities.
- Provide staff support as requested by the various organizations who request assistance.
- Encourage events that promote and assist in the marketing mediums to increase public awareness of historical preservation and promotional programs.



#### Performance Objectives

- Allocate Hotel/Motel occupancy revenue to city organizations that generate hotel/motel stays and comply with state and local requirements.
- Promote the City of Mansfield as a tourism destination



Hotel/Motel Tax	Actual 2010/2011	Actual 2011/2012	Budget 2012-2013	Budget 2013/2014
Demand				
Funding Organizations	9	11	12	13
Workload				
Hotels & Motels subject to Tax	7	7	7	7
Productivity				
Occupancy Tax Revenue	\$ 419,012	\$ 508,939	\$ 571,769	\$ 509,020
Hotel & Motel Beds (Estimated)	504	504	504	504
Effectiveness				
Chamber of Commerce-Pecan Festival	\$ 30,000			
Chamber of Commerce-Historic Building		\$ 3,962		
Discover Historic Mansfield	30,000	69,339	\$ 89,500	\$ 49,115
Rockin 4th	25,000	27,775	35,000	34,500
Historical Society	52,781	45,289	55,000	30,000
Pickled Mansfield Society			30,000	34,500
Farr Best theatre	2,000	5,374	5,000	8,000
Mansfield Theatre				5,000
Kiwanis Classic	5,000	2,500	4,700	3,500
Mansfield Rotary	15,000	20,000	25,000	25,000
Wind Symphony				
Mansfield Juneteenth Celebration			1,525	2,000
Futures of Mansfield Tennis	20,000	22,500	25,000	18,000
Promotion of local Hotels/Motels	38,563			
Historic Mansfield Business Association			7,000	
Sunrise Rotary			8,000	15,000
Mansfield ISD Athletic Booster Club				1,500
NCAA Swimming & Diving		11,493		
City of Mansfield Tourism		137,318	180,482	203,608
Reserve		163,389	105,562	79,297

#### Measurable Outcomes:

- Provide shuttle services from the seven (7) hotels/motels to the Dallas Cowboy stadium to provide additional services therefore promoting local hotels/motels.
- Provide funding to events that promote local tourism, historical preservation and the arts.



## **TOURISM**

### **MISSION STATEMENT:**

The mission of the Tourism Department is to enhance the local tourism industry in the City of Mansfield through marketing, promoting and developing opportunities for business and leisure travel, while coordinating with local partners, businesses and entertainment venues to enhance the visitor's experience.

### **Department at a Glance**

The Tourism Department is funded by appropriations from the City of Mansfield Hotel/Motel Tax Fund. One (1) Tourism Manager is assigned to this fund.

### **Key Goals and Objectives**

#### **Goal 1:**

Advertise and conduct solicitations and promotional programs to attract tourists and convention delegates or registrants to the City of Mansfield or its vicinity.

##### **Objectives:**

- Dedicate resources to advertising and conducting solicitations and promotional programs to attract tourists and convention delegates or registrants to the City of Mansfield or the local vicinity.
- Encourage advertising in various magazines, websites and local organizations to promote the City of Mansfield's hotels.
- Assist local organizations in the promotion of Mansfield as a tourist destination.

#### **Goal 2:**

Encourage, promote, improve and provide application of the arts, including instrumental and vocal music, dance, drama, folk art, creative writing, architecture, design and allied fields, painting, photography, graphic and craft arts, motion

pictures, radio television, tape, and sound recording and other art, performance, execution and exhibition of these major

##### **Objectives:**

- Provide through the City Council and Hotel/Motel subcommittee funding to promote the arts during the city's annual budget process.
- Encourage events that promote the arts and assist in the marketing mediums to increase public awareness for these events.
- Offer suggestions on various Grant opportunities both locally, statewide and nationally with these endeavors.

#### **Goal 3:**

Increase mid-week business travel thereby increasing hotel/motel stays in Mansfield.

##### **Objectives:**

- Partner with the Mansfield Economic Development Corporation to increase awareness of the Tourism Department's efforts within the commercial and industrial segment as business travelers come to Mansfield for trainings and seminars.
- The Tourism Manager will work with Co-Op opportunities with the

- cities of Kennedale and Midlothian to encourage the business market to stay in Mansfield.
- The Tourism Manager will create an incentive program for the film industry to encourage film and other media crews to stay in Mansfield.

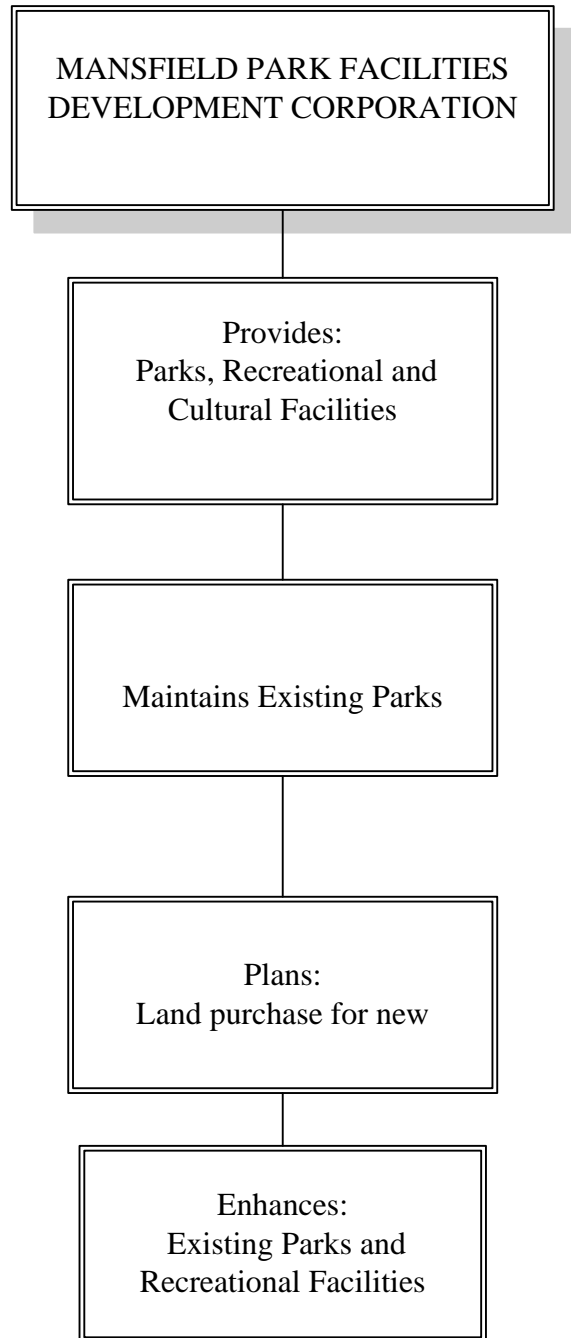
#### Measurable Outcomes

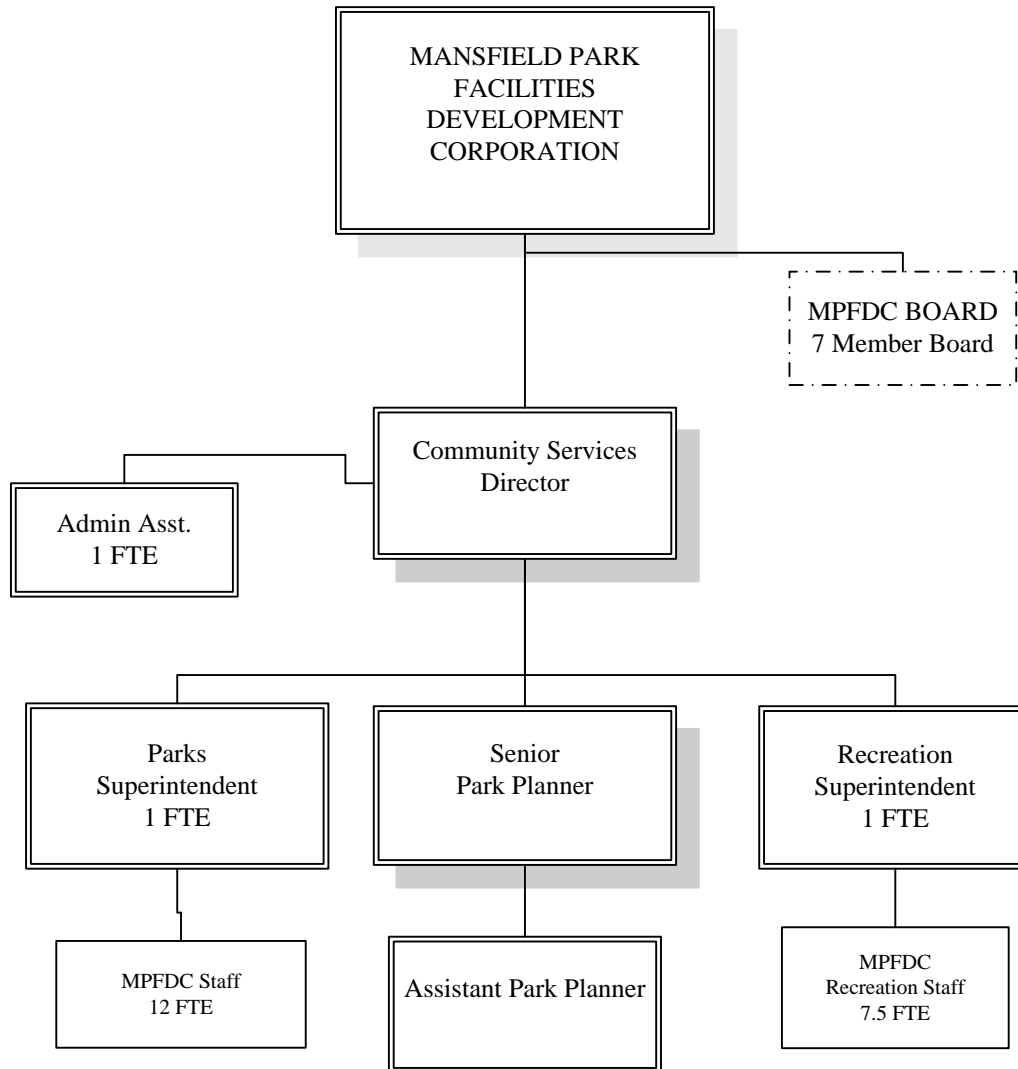
- Track how many “We’ve Got Game” bracelets are distributed at each property.
- Track the RFP request from Sports Marketing Brochures.
- Track new and existing RFP requests on the Tourism Department website.

### Do You Know?



The Tourism Department is directly involved with local entities including Big League Dreams, Hawaiian Falls, The Mansfield Independent School District, local civic groups, golf courses and local hotels to promote events that bring tourism dollars to the City of Mansfield.





### At a Glance

#### The MPFDC Highlights

The MPFDC is funded by a ½cent sales tax.  
 800 recreational and cultural programs are offered.  
 The Recreation Center will welcome 75,000 visitors in FY 2014.

## **MANSFIELD PARK FACILITIES DEVELOPMENT CORPORATION**

### **MISSION STATEMENT:**

The mission of the Mansfield Park Facilities Development Corporation is to provide quality parks, recreation, open space and trails to enhance the quality of life for the citizens of Mansfield.

### **Department at a Glance**

The Mansfield Park Facilities Development Corporation (MPFDC) is funded by a ½ cent sales tax approved by the citizens in 1992. The tax was effective on July 1, 1992. The MPFDC works in conjunction with the Community Services Division in the general fund to provide maintenance and operations services to the park system. The MPFDC board is comprised of a seven member board. Funds available for projects have increased due to additional revenues in lease payments from partnerships and projected increases in sales tax revenue. Approximately \$1,075,889 is available for park improvements in FY 2013-2014 subject to staff and board approval.

### **Key Goals and Objectives**

#### **Goal 1**

Continue to implement the Parks, Recreation, Open Space and Trails Master Plan.

##### **Objectives:**

- Improve the appearance of the City by continuing to build on the park system.
- Provide a variety of recreation facilities and programs to meet the needs of citizens and visitors of Mansfield.
- Preserve and enhance Mansfield's historical, cultural and natural resources throughout the continued expansion of the park system.

#### **Goal 2**

Continue to implement and revise the Strategic Business Plan.

##### **Objectives:**

- Continue to make improvements to the MPFDC facilities, acquire new

parkland and develop new park and recreation facilities.

- Determine funding priority availability for improvements, land purchases and development of future projects and programs.
- Identify future funding opportunities including pursuing grants, parkland dedication opportunities, donations and partnerships.

#### **Goal 3**

Maintain and improve existing facilities and programs to provide quality service and ensure health and safety of citizens.

##### **Objectives:**

- Maintain and improve high quality maintenance standards for all facilities.
- Continue to allocate funding for improvements to existing parks, recreation facilities and continue to fund operations and maintenance of each.
- Increase recreational programs offered; enhance customer service while continuing to improve the marketing program.

### Performance Objectives

- Continue to update the parks master plan.
- Continue to provide quality recreational opportunities

	Actual 2010/2011	Actual 2011/2012	Budget 2012/2013	Budget 2013/2014
<b>MPFDC</b>				
<b>Demand</b>				
Sports Association Participants Age 5-18	6,849	7,070	7,070	7,770
Sports Association Participants Adults	433	165	165	434
Average Daily Recreation Visitors	223	210	205	210
<b>Workload</b>				
Park Acreage to Maintain	760	760	738	805
Athletic Fields Maintained	36	36	36	30
Playgrounds Maintained	10	10	10	10
Sports Associations	4	4	4	4
Annual Visits to the Recreation Center	79,473	74,825	75,001	75,000
MPFDC Meetings	12	12	12	12
Annual Field Rentals	434	270	350	350
Annual MPFDC Mailings	4	4	4	4
<b>Productivity</b>				
Programs Offered	1,032	700	700	900
Program Instructors	75	75	75	80
Percent of Programs completed	60%	60%	60%	65%
Mansfield Activity Cards Issued	4,461	4,533	4,250	4,300
Activity Center Monthly rentals	44	52	45	50
<b>Effectiveness</b>				
Percent "Good" ratings of parks	95%	95%	95%	95%
Percent of Programs completed	60%	60%	60%	65%
Annual Visits to the Recreation Center	79,473	74,825	75,001	75,000
Average Daily Recreation Visitors	223	210	206	210

### Measurable Outcomes:

- The parks received a 95% "Good" rating by citizens.
- The average daily visitors to the recreation center has increased on an annual basis

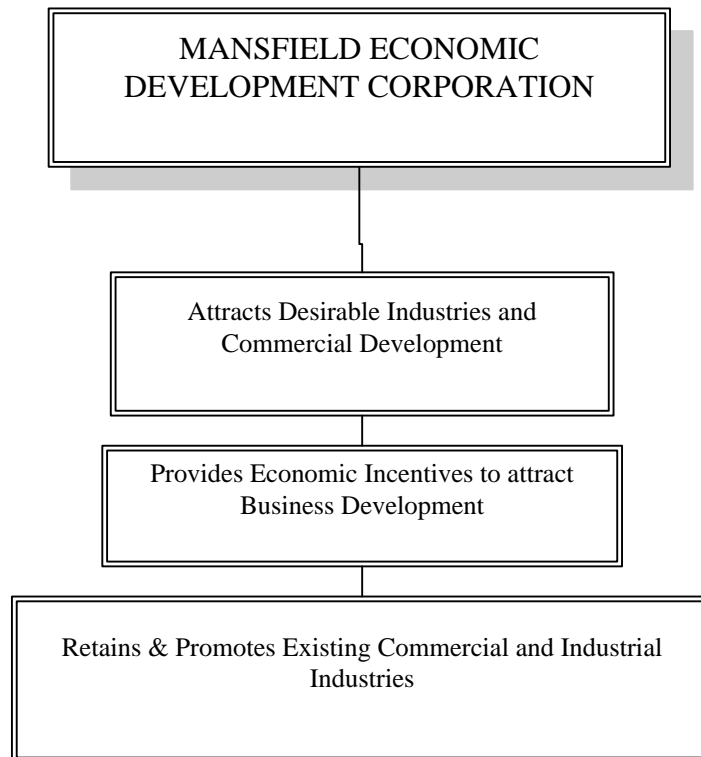
	Actual 2011-2012	Budget 2012/2013	Budget 2013/2014	% Change 2013/2014
<b>Departments</b>				
Administration	\$ 593,341	\$ 840,323	\$ 883,821	5.18%
Sports Complex	290,258	356,265	364,833	2.40%
Rose Park	323,134	360,980	380,273	5.34%
Rec Center	550,443	648,199	759,064	17.10%
Community Park			676,376	
Capital	250,397			
Projects	891,853	1,089,889	1,818,538	66.86%
<b>Total</b>	<b>\$ 2,899,426</b>	<b>\$ 3,295,657</b>	<b>\$ 4,882,905</b>	<b>48.16%</b>

Division Summary	Actual 2011-2012	Budget 2012/2013	Budget 2013/2014	% Change 2013/2014
Personnel Services	\$ 1,075,092	\$ 1,354,179	\$ 1,798,137	32.78%
Operations	682,084	851,589	1,266,230	48.69%
Capital	250,397	-	-	
Projects	891,852	1,089,889	1,818,538	66.86%
Total	\$ 2,899,426	\$ 3,295,657	\$ 4,882,905	48.16%

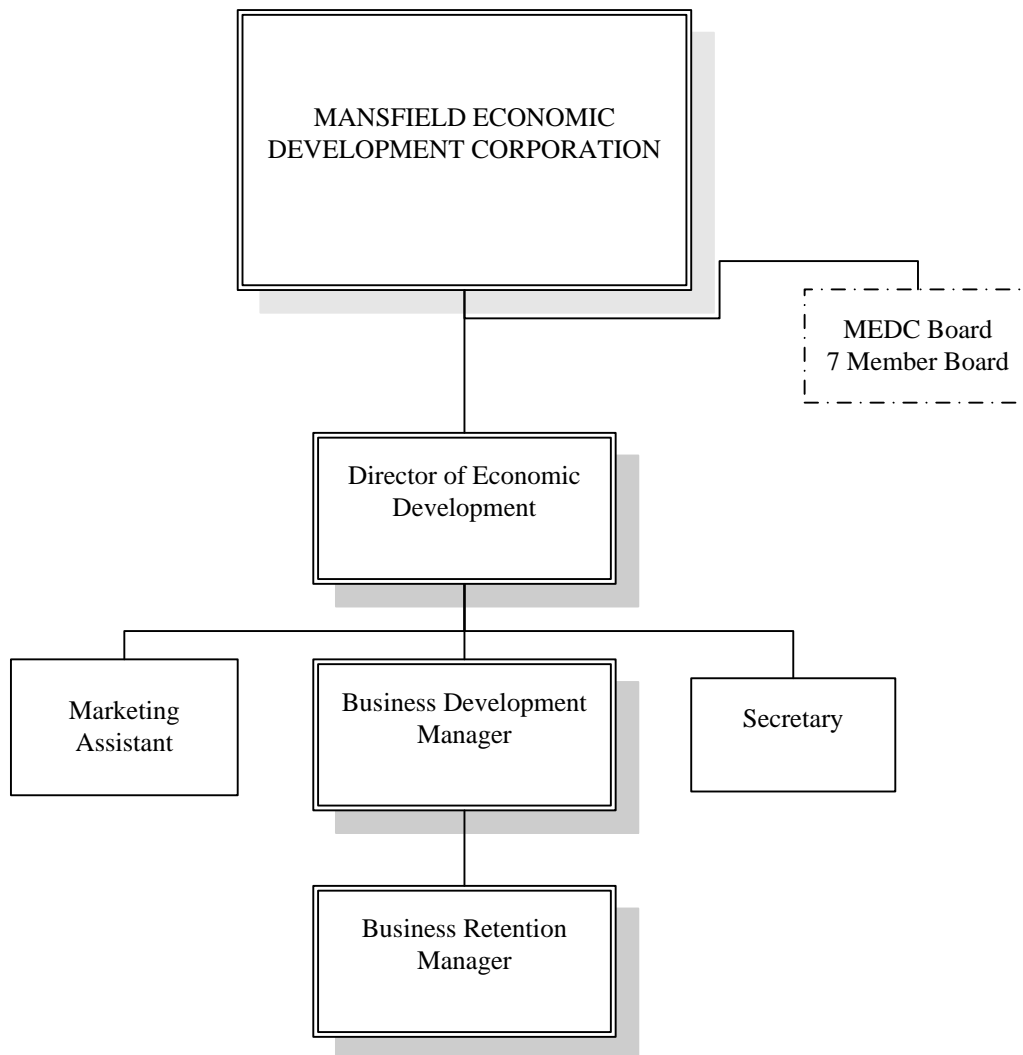
MPFDC	2011-2012	2012-2013	2013-2014	2013-2014
Full Time Equivalent Positions	Budget	Budget	Budget	Additions
Community Services Director	1	1	1	
Senior Park Planner	1	1	1	
Assistant Park Planner	1	1	1	
Park Superintendent	0.5	0.5	0.5	
Secretary	0.8	0.8	0.8	
Crew Supervisor	2	2	1.8	-0.2
Crew Leader	1.4	1.4	2.4	1
Tradesman	2	2	5	3
Nature Education Specialist	0	0	1	1
Equipment Mechanic	1	1	1	
Recreation Superintendent	1	1	1	
Custodian	1	1	1	
Athletic Coordinator	1	1	1	
Activity Center Supervisor	1	1	1	
Recreation Coordinator	1	1	1	
Part-Time Staff	4.5	4.5	5	0.5
Total	20.2	20.2	25.5	5.3

### Do You Know?

The Parks & Recreation Department maintain over 500 acres of developed park land, 50 acres of athletic fields and oversees three Public/Private Partnerships.







**At a Glance**  
**The MEDC Highlights**  
The MEDC is funded by a ½cent sales tax.  
\$48,859,504 in new Commercial Property Value was added in FY 2013-2014.

## **MANSFIELD ECONOMIC DEVELOPMENT CORPORATION**

### **MISSION STATEMENT:**

The mission of the Mansfield Economic Development Corporation is to attract desirable industries and commercial developments to the City of Mansfield and to retain and assist the expansion of existing industries.

### **Department at a Glance**

The Mansfield Economic Development Corporation (MEDC) is funded by a ½ cent sales tax approved by the citizens in 1997. The tax was effective on July 1, 1997. The MEDC consists of a five (5) member board appointed by City Council. The MEDC budget decreased 50.91% in FY 2013-2014. Projects will be funded subject to approval by the MEDC board and City Council.

### **Key Goals and Objectives**

#### **Goal 1**

Initiate and participate in critical infrastructure improvements.

##### **Objectives:**

- Complete Klein Tool water and sewer improvements.
- Begin Heritage Parkway construction.
- Begin planning for Antler Drive, Mouser Way and Regency Parkway extensions.

#### **Goal 2**

Partner with a developer to initiate new industrial construction.

##### **Objectives:**

### **Performance Objectives**

- Initiate and participate in critical infrastructure improvements.
- Partner with a developer to initiate new industrial construction.
- Initiate new retail/commercial construction including Historic Mansfield.

- Select a development partner.
- Secure industrial tenant (s).
- Begin construction of new industrial space.

#### **Goal 3**

Initiate new retail/commercial construction including in Historic Mansfield.

##### **Objectives:**

- Ensure the Mellow Mushroom and other projects stay on schedule.
- Partner with developers on new retail/commercial projects.
- Work with the city to develop attractive parking lots from recently acquired properties in downtown Historic Mansfield.

MEDC	Actual 2010/2011	Actual 2011/2012	Budget 2012-2013	Budget 2013/2014
Demand				
Value of MEDC projects	\$ 40,000,000	\$ 32,655,000	\$ 34,287,750	\$ 36,002,138
Businesses Retained	97%	97%	97%	97%
Contractual MEDC Commitments	\$ 1,500,000	\$ 1,341,763	\$ 1,500,000	\$ 1,575,000
Workload				
Value of MEDC projects	\$ 40,000,000	\$ 32,655,000	\$ 34,287,750	\$ 36,002,138
Businesses Retained	97%	97%	97%	97%
Contractual MEDC Commitments	\$ 1,500,000	\$ 1,341,763	\$ 1,500,000	\$ 1,575,000
New Capital Investment	\$ 40,000,000	\$ 32,655,000	\$ 34,287,750	\$ 36,002,138
Business Expansions	4	1	2	3
Jobs created or retained by activity	361	249	270	284
Productivity				
Contracted Projects	10	5	5	5
New Capital Investment	\$ 40,000,000	\$ 32,655,000	\$ 34,287,750	\$ 36,002,138
Average Monthly visits to Industry	15	15	16	16
Jobs created or retained by activity	361	249	270	284
Effectiveness				
Value of MEDC projects	\$ 40,000,000	\$ 32,655,000	\$ 34,287,750	\$ 36,002,138
Businesses Retained	97%	97%	97%	97%
Contractual MEDC Commitments	\$ 1,341,763	\$ 1,341,763	\$ 1,500,000	\$ 1,575,000
New Commercial Business	6	3	4	5

Measurable Outcomes:

- Continue to expand the retail, commercial and industrial tax base.
- Retain a minimum of 95% of existing business within the City of Mansfield.

Departments	Actual 2011-2012	Budget 2012/2013	Budget 2013/2014	% Change 2013/2014
Administration	\$ 572,766	\$ 702,526	\$ 724,203	3.09%
Promotions	135,745	143,500	126,500	-11.85%
Business Retention	7,743	11,100	19,100	72.07%
Work Force Development	3,762	4,000	5,000	25.00%
Debt	1,102,169	1,317,975	1,315,521	-0.19%
Projects	1,030,394	10,134,616	3,859,987	-61.91%
Total	\$ 2,852,577	\$ 12,313,717	\$ 6,050,312	-50.87%

MEDC	2011-2012	2012-2013	2013-2014	2013-2014
Full Time Equivalent Positions	Budget	Budget	Budget	Additions
Director	1	1		1
Business Development Manager	1	1		1
Business Retention Manager	1	1		1
Marketing Assistant	1	1		1
Administrative Assistant	1	1		1
Total	5	5		5

### Do You Know?

In 2013, \$48,859,504 in taxable value was generated in new commercial construction



## TREE MITIGATION FUND

### MISSION STATEMENT:

The Tree Mitigation fund is funded by fees levied by the city to preserve, protect and replace trees that have been damaged by natural causes, development or any other event that causes damage to existing trees, development of new areas of the city or maintenance of existing medians or public grounds.

### Department at a Glance

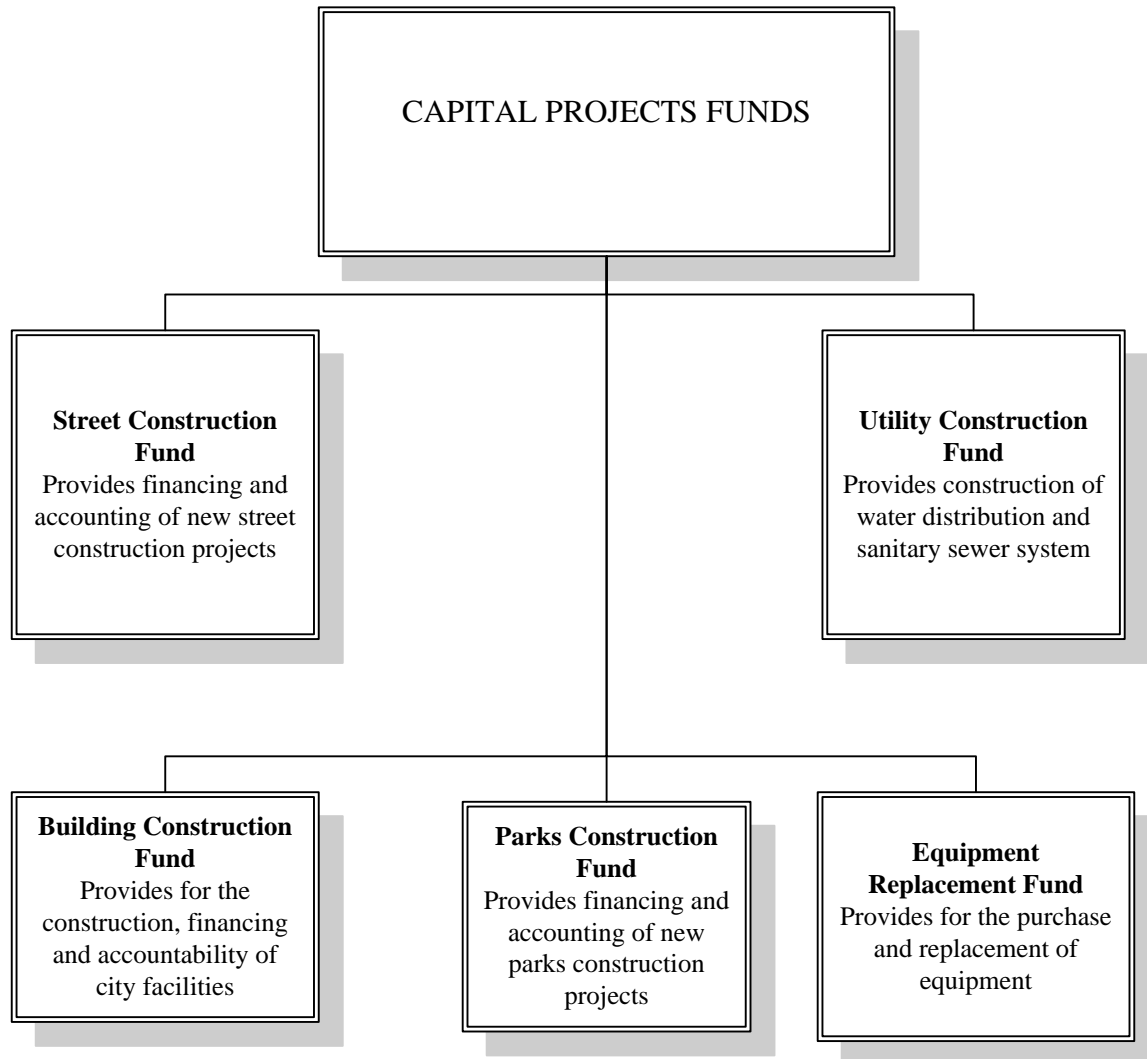
The Tree Mitigation Department budget is \$860,093 in FY 2013-2014. One Landscape Administrator, One Irrigation Technician and One Landscape Technician are funded in this fund. Additional operational costs for contract services and supplies will be funded from this program.

Tree Mitigation Summary	Actual 2011-2012	Budget 2012/2013	Budget 2013/2014	% Change 2013/2014
Personnel Services	\$ 165,386	\$ 201,265	\$ 214,093	6.37%
Operations	469,424	1,040,000	646,000	-37.88%
Capital Projects				
Total	\$ 634,810	\$ 1,241,265	\$ 860,093	-30.71%

Tree Mitigation Full Time Equivalent Positions	2011-2012 Budget	2012-2013 Budget	2013-2014 Budget	2013-2014 Additions
Landscape Administrator		1	1	1
Landscape Technician		1	1	1
Irrigation Technician		1	1	1
Total		3	3	3

## **CAPITAL PROJECTS FUNDS**

*The Capital Projects Funds account for the financial resources to be used for the acquisition of capital facilities. The Capital projects funds are used to account for acquisitions of capital facilities financed from general obligation proceeds, revenue bonds, certificate of obligation proceeds or transfers from other funds. The Capital Projects Funds include Street Construction Funds, Utility Construction Funds, Building Construction Funds, Parks Construction Funds and the Equipment Replacement Fund.*



## The Phases of Improvements

### The Planning Stage

The Planning Stage typically identifies the projected infrastructure need, identifies funding options, incorporates funding into the financial plan and develops a multi-year list of projects to be completed based on projected growth. Voter approval of capital projects may require voter approval.



### The Design Phase

Once the planning process is complete, design begins in the approved Capital Improvement projects. The Design Phase may and often does occur over multiple years.



### The Construction Phase

Once the planning and design phases are complete, the Construction Phase begins .

The Construction Phase may include land acquisition, utility relocation and the bid process for each projects. On some projects, construction may take multiple years. The Citizens of Manfield are notified of any traffic impacts or service disruptions.



### Completion Phase

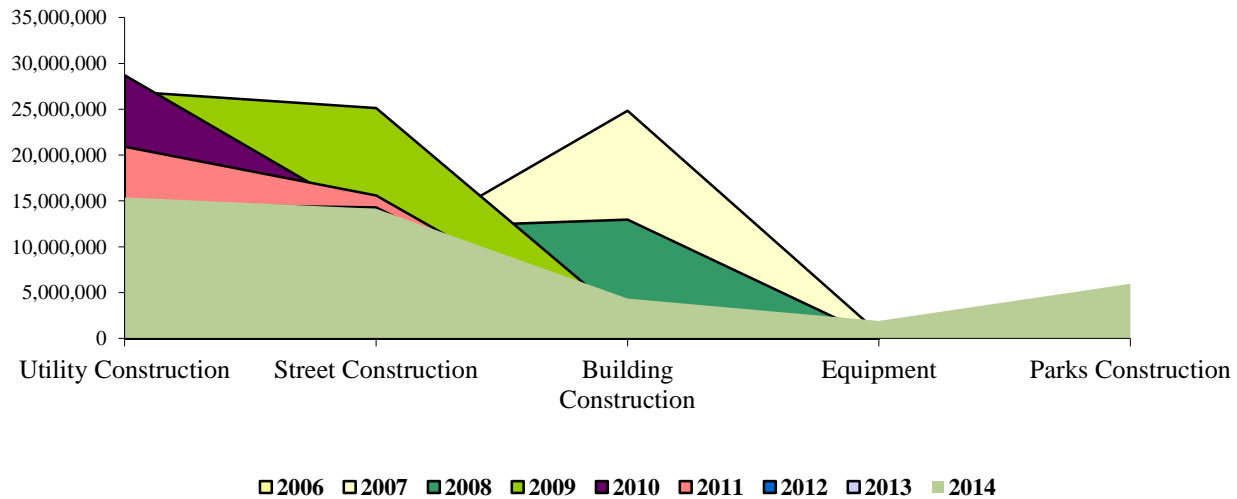
The Completion Phase includes final inspection of the project and opening of streets, utilities, facilities or parks once final inspections are complete



## CAPITAL PROJECTS FUNDS

On October 28, 2013, The City Council adopted the Modified Long Range financial and capital expenditure plan. Included in the plan, were projected revenues and expenditures for operational costs, staffing costs and major capital improvements identified by staff, supported by management and City Council. In FY 2013-2014, major projects are budgeted in the Street Construction, Utility Construction, Building Construction and Equipment Replacement Funds. Funding for these funds come from a variety of sources including but not limited to General Obligation Bonds, Revenue Bonds, Certificates of Obligation, Impact Fees, Contributions, Grants, Fund Reserves and intergovernmental transfers. Total estimated Capital expenditures for these funds for FY 2013-2014 is \$41,763,546. As depicted below, projected capital spending varies by fund annually based on current, future and prior year projects.

### Estimated Capital Improvements Historical Perspective



### Funding Sources

2013/2014 Funding sources	Utility Fund	Street Construction	Building Construction	Equipment Replacement	Parks Construction	Funding Sources
Bonds	\$ 13,670,000	\$ 7,112,520	\$ 4,351,505	1,915,685	\$ 4,502,927	\$ 31,552,637
Impact Fees	1,100,000	500,000				1,600,000
Prior Years Funding	617,599	6,533,180		-	1,460,130	8,610,909
Interest	-					-
Contributions						
Transfers						
Expense Recovery						
Grants						
Other						
<b>Total</b>	<b>\$ 15,387,599</b>	<b>\$ 14,145,700</b>	<b>\$ 4,351,505</b>	<b>\$ 1,915,685</b>	<b>\$ 5,963,057</b>	<b>\$ 41,763,546</b>

### Multi Year Summary Street Construction

Street Improvements	Budget 2012/2013	Budget 2013-2014	Budget 2014-2015	Budget 2015-2016	Budget 2016-2017	Total
Turner Warnell Construction	\$ 3,470,470			\$ 850,000		\$ 4,320,470
Turner Warnell Design		\$ 450,000				450,000
Broad Street/Wisteria Signal		225,000				225,000
Cloverhill Rd		195,520				195,520
Pinehurst Court		245,000				245,000
Debbie Lane/287 Design		500,000				500,000
Debbie Lane Construction			4,500,000			4,500,000
Fox Hollow Drive		487,500				487,500
Fort Worth Street		525,000				525,000
Hamil Street @ Hillcrest		412,500				412,500
N Mitchell Road		154,000				154,000
Prarieview Drive		675,000				675,000
Price Road		185,000				185,000
S Heritage Pkwy		88,000				88,000
Towne Crossing-Debbie Lane Signal		225,000				225,000
Walnut Creek Drive		545,000				545,000
Debbie Lane Median		1,200,000				1,200,000
Cedar Street				446,250		446,250
Magnolia Street				425,000		425,000
Short Street				262,500		262,500
City Wide Traffic Signal Implementation				500,000		500,000
Main to FM 157				300,000		300,000
Mouser Way				600,000		600,000
W Broad Reconstruction Phase 2	6,000,000					6,000,000
Grand Meadows	2,200,000					2,200,000
Newt Patterson			1,400,000			1,400,000
Matlock-Heritage Pkwy Signal			225,000			225,000
Live Oak	300,000					300,000
Explorer Pipeline	250,000					250,000
E Debbie Design	98,030					98,030
Matlock/Debbie Intersection	450,000					450,000
Matlock/Debbie Turn Lanes	200,000					200,000
Broad & Miller Intersection	250,000					250,000
37th Year CDBG	220,000					220,000
National Parkway Design	231,188					231,188
Holland Road Phase 1	\$ 500,000			3,223,350		3,723,350
Calendar Road Construction	2,111,235					2,111,235
Main to FM 157/Russell Construction					650,000	650,000
Holland (Waterford Glen to Britton)					3,300,000	3,300,000
Day Mair (E. Broad to Seeton)					2,400,000	2,400,000
Stell (Walnut Creek to Dick Price Rd)					487,500	487,500
<b>Total</b>	<b>\$ 16,280,923</b>	<b>\$ 6,112,520</b>	<b>\$ 6,125,000</b>	<b>\$ 6,607,100</b>	<b>\$ 6,837,500</b>	<b>\$ 41,963,043</b>

## Multi Year Summary Operational Impacts

Street Construction Operational Impacts	Budget 2012/2013	Budget 2013-2014	Budget 2014-2015	Budget 2015-2016	Budget 2016-2017	Total
Utilities	17,357	17,878	18,414	18,966	19,535	\$ 92,151
Staffing	0	0	0	0	0	
Operations & Maintenance	17,052	17,564	18,090	18,633	19,192	90,531
Total	\$ 34,409	\$ 35,441	\$ 36,505	\$ 37,600	\$ 38,728	\$ 182,682

The primary operational impacts in the Street Construction Funds are related to maintenance of irrigated and non-irrigated medians including utility costs and contract costs to service medians, street lights, signals and public grounds areas. Staffing additions may be added to supplement current contract requirements.



## Multi Year Summary Utility Construction

Utility Construction	Budget 2012-2013	Budget 2013-2014	Budget 2014-2015	Budget 2015-2016	Budget 2016-2017	Total
Prior Year Projects	\$ 2,263,209					2,263,209
Low Branch Lift Station	7,837,000					7,837,000
Amanda Dr. @ Country Club	420,660					420,660
W Broad Reconstruction Phase 2	870,000					870,000
Heritage Parkway	948,420					948,420
Misc Utilities Roadway Projects	1,528,168	400,000	600,000	500,000	500,000	3,528,168
16" Water Line Crossing SH 360		1,400,000				1,400,000
16" Water Line Crossing Main St/FM 917		670,000				670,000
16" Water Line Crossing Main St					1,000,000	1,000,000
SH 360 Lift Station Replacement					400,000	400,000
Knob Hill Distribution Replacement					500,000	500,000
12" Water Line Main St		300,000				300,000
12" Water Line Debbie Ln.		350,000				350,000
12" Water Line National Parkway		250,000				250,000
SW 2MGEst & 24" Water Line			700,000	6,300,000		7,000,000
12" Water Line US 287/Broad				400,000		400,000
20", 16" & 12" Water Line Main & US 287				1,500,000	1,500,000	3,000,000
30" Water Line Lone Star, 16" Mitchell			3,000,000			3,000,000
Parkridge South Sewer			150,000			150,000
12" Sewer Line FM157			300,000			300,000
Clearwell #3 Water Treatment Plant			10,000,000			10,000,000
Final Expansion-Water Treatment Plant				10,000,000		10,000,000
Grand Meadows	100,000					100,000
Live Oak	200,000					200,000
East Broad Street	62,185					62,185
Joint Service Facility		10,000,000				10,000,000
Walnut Creek Sewer Interceptor		300,000				300,000
<b>Total</b>	<b>\$ 14,229,642</b>	<b>\$ 13,670,000</b>	<b>\$ 14,750,000</b>	<b>\$ 18,700,000</b>	<b>\$ 3,900,000</b>	<b>\$ 65,249,642</b>

Operational Impacts	Budget 2012/2013	Budget 2013-2014	Budget 2014-2015	Budget 2015-2016	Budget 2016-2017	Total
Utilities	0	19,854	100,450	103,463	106,567	330,334
Staffing	0	0	0	0	0	0
Operations & Maintenance	32,000	33,600	84,608	87,146	89,761	327,115
Sale of Water-City of Grand Prairie			(75,000)	(75,000)	(75,000)	(225,000)
<b>Total</b>	<b>\$ 32,000</b>	<b>\$ 53,454</b>	<b>\$ 110,058</b>	<b>\$ 115,609</b>	<b>\$ 121,328</b>	<b>\$ 432,449</b>

The primary operational impacts in the Utility Construction Funds are related to the opening of the Joint Service Facility in FY 2013-2014. The Joint Service Facility will service the Streets, Utilities and Building Services maintenance department. In future years, the expansions of the Water Treatment Plant and Clearwell #3 will result in additional utility and staffing costs. The design and construction of these projects will span approximately 2 years. Once fully on line, costs for these projects will be fully identified in future years.



### Multi Year Summary Building Construction

	Budget 2012/2013	Budget 2013-2014	Budget 2014-2015	Budget 2015-2016	Budget 2016-2017
Facility Improvements					
Fire Station # 2 Remodel	\$ 500,000	\$ 500,000			
Animal Control Expansion		691,505			
Communications Center Expansion		1,100,000			
Tactical Training Center		2,060,000			
<b>Total</b>	<b>\$ 500,000</b>	<b>\$ 4,351,505</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

Operational Impacts	Budget 2012/2013	Budget 2013-2014	Budget 2014-2015	Budget 2015-2016	Budget 2016-2017
New Staffing		\$ 313,161	\$ 322,556	\$ 332,233	\$ 342,199
Estimated Reimbursements		(156,581)	(161,278)	(166,116)	(171,100)
Utilities		6,360	41,771	43,024	44,315
Supplies		78,666	81,026	83,457	85,960
Contract Services		7,560	7,787	8,020	8,261
Other		7,560	7,787	8,020	8,261
<b>Total</b>	<b>\$ -</b>	<b>\$ 256,726</b>	<b>\$ 299,648</b>	<b>\$ 308,638</b>	<b>\$ 317,897</b>



The primary operational impacts in the Building Construction Funds are related to the opening of the Tactical Training Center, Dispatch Expansion and the Animal Control Expansion. In FY 2013-2014, five (5) dispatchers are budgeted to staff the expanded dispatch center. The Tactical Training Center will require additional utilities and contract costs. The Animal Control Expansion will require additional utility costs. In future years, additional staff may be added based on operational activity related to the City's overall growth of residential and commercial developments.



## Multi Year Summary Park Construction

Project Description	Budget 2012-2013	Budget 2013-2014	Budget 2014-2015	Budget 2015-2016	Budget 2016-2017	Total
Land Acquisition	\$ 200,000	\$ 700,000	\$ 200,000	\$ 200,000	500,000	\$ 1,800,000
Existing Park Improvements	250,000	250,000	250,000	250,000	250,000	1,250,000
Williams Property Development Phase	3,500,000					3,500,000
Bike Lanes/MP Trail Improvements	100,000	100,000	100,000	100,000	100,000	500,000
Colt Fields	152,000	152,000				304,000
Elmer W Oliver Nature Park	400,000	1,600,000			633,200	2,633,200
Hardy Allmon Parking Lot	85,000		300,000			385,000
Chandler Park Phase 2 Design		400,000	3,600,000			4,000,000
McClendon West Improvements		200,000				200,000
Linear Parks Segments		250,000	2,437,679		100,000	2,787,679
Sports Complex Improvements		225,000				225,000
MAC Improvements		75,000				75,000
Mcknight East Improvements				500,000		500,000
Mcknight West Improvements			300,000			300,000
Prior Year Projects		2,011,057				2,011,057
<b>Total</b>	<b>\$ 4,687,000</b>	<b>\$ 5,963,057</b>	<b>\$ 7,187,679</b>	<b>\$ 1,050,000</b>	<b>\$ 1,583,200</b>	<b>\$ 20,470,936</b>

Operational Impact	Budget 2012-2013	Budget 2013-2014	Budget 2014-2015	Budget 2015-2016	Budget 2016-2017	Total
Utilities	0	\$ 23,348	24,048	\$ 24,769	\$ 25,513	\$ 97,678
Staffing	0	313,891	373,308	384,507	396,042	1,467,749
Operations & Maintenance	0	339,137	359,311	370,090	381,193	1,449,732
<b>Total</b>		<b>\$ 676,376</b>	<b>\$ 756,667</b>	<b>\$ 779,367</b>	<b>\$ 802,748</b>	<b>\$ 3,015,158</b>

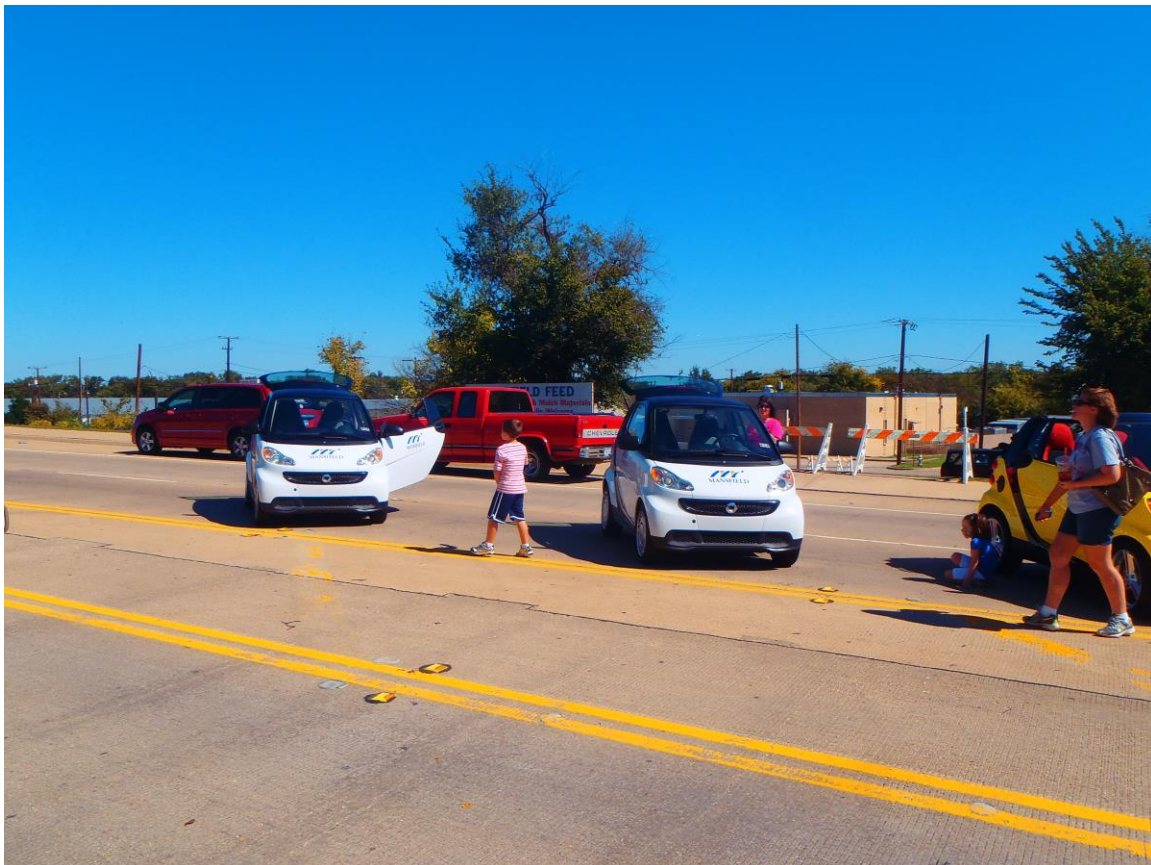
The primary operational impacts in the Park Construction Fund are related to the opening of the Elmer W Oliver Nature Park. Five (5) additional staff has been added in FY 2013-2014 to prepare for the opening of the park in January of 2014. In future years as other park construction projects come on line, additional staffing and operational costs may be added.



### Multi Year Summary Equipment Replacement Fund

Project Description	Budget 2012-2013	Budget 2013-2014	Budget 2014-2015	Budget 2015-2016	Budget 2016-2017	Total
Capital Purchases	\$ 1,070,167	\$ 1,915,685	\$ 1,076,699	\$ 1,355,613	\$ 966,067	\$ 6,384,231
Donations	(80,000)					(80,000)
Grant Proceeds						
Auction Proceeds	(25,000)	(30,000)	(25,000)	(25,000)	(25,000)	(25,000)
Estimated Repair Savings	(15,000)	(15,000)	(15,000)	(15,000)	(15,000)	\$ (75,000)
<b>Total</b>	<b>\$ 950,167</b>	<b>\$ 1,870,685</b>	<b>\$ 1,036,699</b>	<b>\$ 1,315,613</b>	<b>\$ 926,067</b>	<b>\$ 6,204,231</b>

The primary operational impacts in the Equipment Replacement Fund are related to the reduction in repair costs and proceeds from the sale of vehicles and equipment that is being replaced. In FY 2013-2014, Fire Apparatus, Patrol Vehicles and Public Works vehicles and equipment will be purchased from certificates of obligation. Equipment and Vehicles have been funded by excess revenue and/or expenditure savings or the issuance of certificates of obligation.





## **The Equipment Replacement Fund**

The equipment replacement fund is funded through transfers from the General Fund. Typically, \$500,000-\$600,000 in new and replacement is funded on an annual basis from a combination of excess revenues or expenditure savings. In FY 2013-2014, seven (7) patrol vehicles and related equipment, one (1) ambulance, one (1) fire apparatus, one (1) dump truck and two (2) public works trucks will be purchased at a cost of \$1,915,685. Vehicles and equipment in public safety are given top priority as funding becomes available. The city will auction obsolete equipment or vehicles that are fully depreciated and maintenance cost become prohibitive.

### **The Equipment Replacement Fund 2012-2013**

Approximately \$1,070,167 in new and replacement equipment will be purchased in FY 2012-2013. The purchase of vehicles and equipment was funded from excess revenues and expenditure savings in FY 2011-2012, auction proceeds and contributions.

### **The Equipment Replacement Fund 2013-2014**

Approximately \$1,915,685 in new and replacement equipment will be purchased in FY 2013-2014. The purchase of vehicles and equipment will be purchased with the issuance of certificates of obligation.

### **The Equipment Replacement Fund 2014-2015**

Approximately \$1,076,699 in new and replacement equipment will be purchased in FY 2014-2015. The purchase of vehicles and equipment will be purchased with the issuance of certificates of obligation.

### **The Equipment Replacement Fund 2015-2016**

Approximately \$1,355,613 in new and replacement equipment will be purchased in FY 2015-2016. The purchase of vehicles and equipment will be purchased with the issuance of certificates of obligation.

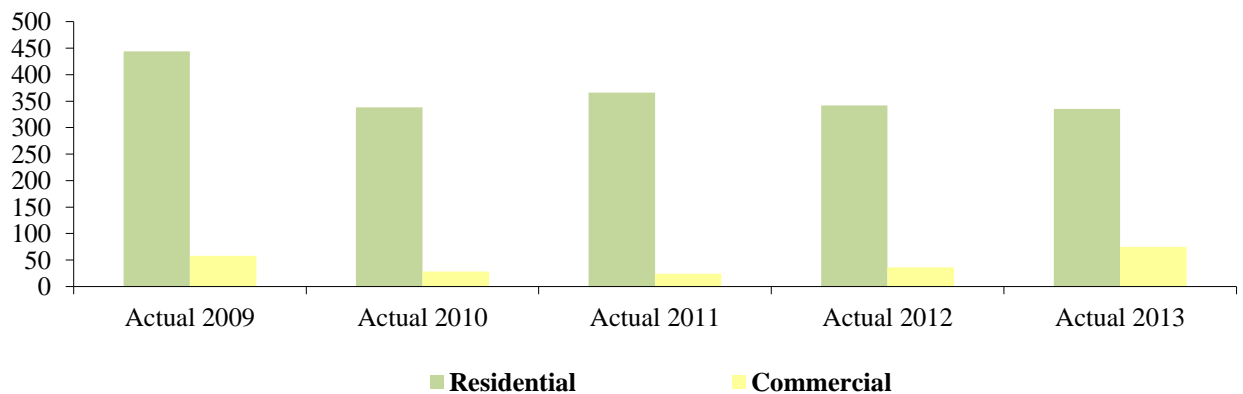
## Historical Analysis

### Tax Rate

Fiscal Year	General Operating	Tax Rate Percentage	General Obligation I & S Fund	Tax Rate Percentage	Total Tax Rate
2001-2002		0.3869	0.5365	0.3231	0.4635
2002-2003		0.3877	0.5460	0.3223	0.4540
2003-2004		0.4019	0.5660	0.3081	0.4439
2004-2005		0.4140	0.5825	0.2960	0.4174
2005-2006		0.4041	0.5857	0.2859	0.4084
2006-2007		0.4176	0.6052	0.2724	0.3948
2007-2008		0.4103	0.5947	0.2796	0.4053
2008-2009		0.4859	0.6843	0.2241	0.3157
2009-2010		0.4437	0.6249	0.2663	0.3751
2010-2011		0.4569	0.6435	0.2531	0.3565
2011-2012		0.4543	0.6399	0.2557	0.3601
2012-2013		0.4541	0.6254	0.2589	0.3646
2013-2014	0.46249	0.6514	0.2475	0.3486	0.71

### New Construction

Tax Year	Fiscal Year	Commercial Permits	Property Values	Residential Permits	Property Values	Total Permits	Taxable Values
2008	2008-2009	43	\$ 74,503,759	711	92,670,080	754	\$ 167,173,839
2009	2009-2010	58	98,228,409	444	61,865,101	502	160,093,510
2010	2010-2011	28	23,733,603	338	37,390,200	366	61,123,803
2011	2011-2012	24	41,826,069	366	48,674,699	390	90,500,768
2012	2012-2013	36	32,723,310	342	38,635,335	378	71,358,645
2013	2013-2014	75	48,859,504	335	42,901,609	410	91,761,113
5 Year Total		264	\$ 319,874,654	2536	\$ 322,137,024	2800	\$ 642,011,678



## TOP EMPLOYERS\*

<b>Company</b>	<b>Product Line</b>	<b>Employees</b>
<b>Industrial</b>		
Mouser Electronics	Electronics Distributor	1,050
S.J. Louis Construction	Construction	200
Trinity Forge	Manufacturing	180
Ramtech Building Systems	Construction	150
Conveyors Inc.	Construction	120
Klein Tools	Tools	100
Gamma Engineering	Services	100
Lyondell Bassell	Services	100
Ropak Packaging	Manufacturing	100
Skyline Industries	Manufacturing	93
Southern Champion	Manufacturing	90
Chemguard/Tyco International	Manufacturing	85
Martin Conveyor	Manufacturing	72
Interstate Trailers	Manufacturing	65
Master Meter	Manufacturing	63
<b>Commercial/Retail</b>		
Mansfield Methodist Hospital	Services	735
Walmart	Retail	400
Target	Retail	250
Lifetime Fitness	Retail	200
Walnut Creek Country Club	Recreation	190
Best Buy	Retail	180
Kindred Hospital	Services	155
On the Border	Retail	150
Lowe's	Retail	146
Home Depot	Retail	145
Term/Intermedix	Services	116
<b>Government</b>		
Mansfield Independent School District	School District	4,192
City of Mansfield	City	511
Tarrant County	County	199

\*Mansfield Economic Development Corporation

## ACRONYMS

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<b>ADA</b>	Americans with Disabilities Act
<b>ACH</b>	Automated Clearing House
<b>CAD</b>	Computer Aided Dispatch
<b>CAFR</b>	Comprehensive Annual Financial Report
<b>CID</b>	Criminal Investigation Division
<b>CIP</b>	Capital Improvement Program
<b>CDBG</b>	Community Development Block Grants
<b>CRO</b>	Community Resource Officer
<b>DA</b>	District Attorney
<b>DRC</b>	Development Review Committee
<b>DWI</b>	Driving While Intoxicated
<b>EAP</b>	Employee Assistance Program
<b>EEOC</b>	Equal Employment Opportunity Commission
<b>EMS</b>	Emergency Medical Services
<b>EMT</b>	Emergency Medical Technician
<b>EOC</b>	Emergency Operations Center
<b>FTE</b>	Full Time Equivalent Positions
<b>GAAP</b>	Generally Accepted Accounting Principles
<b>GFOA</b>	Government Finance Officers Association
<b>GIS</b>	Geographic Information System.
<b>GO</b>	General Obligation (debt)
<b>HVAC</b>	Heating and Air Conditioning Units
<b>K-9</b>	Canine Unit
<b>LAN</b>	Local Area Network
<b>LEC</b>	Law Enforcement Center
<b>LLEBG</b>	Local Law Enforcement Block Grants
<b>MAC</b>	Mansfield Activity Center
<b>MEDC</b>	Mansfield Economic Development Corporation
<b>MISD</b>	Mansfield Independent School District
<b>MPFDC</b>	Mansfield Park Facilities Development Corporation
<b>TIRZ</b>	Tax Increment Reinvestment Zone
<b>TCC</b>	Tarrant County College
<b>WAN</b>	Wide Area Network

## ***BUDGET GLOSSARY***

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The Annual Budget contains specialized terminology that is unique to public finance and budgeting. To assist the reader of the Annual Budget document in understanding these terms, a budget glossary has been included in the document.

<b>Accrual Accounting</b>	A basis of accounting in which debits and credits are recorded at the time they are incurred as opposed to when cash is actually received or spent. For example, in accrual accounting, revenue which was earned between April 1 and June 30, but for which payment was not received until July 10, is recorded as being received on June 30 rather than on July 10.
<b>Appropriations</b>	An authorization made by the City Council which permits the City to incur obligations and to make expenditures of resources.
<b>Appropriation Ordinance</b>	The official enactment by the City Council to establish legal authority for City officials to obligate and expend resources.
<b>Arbitrage</b>	The reinvestment of the proceeds of tax-exempt securities in materially higher yielding taxable securities
<b>Assessed Valuation</b>	A value that is established for real or personal property for use as a basis for levying property taxes. (Note: Property values are established by the Tarrant Appraisal District).
<b>Audit</b>	A comprehensive investigation of the manner in which the government's resources were actually utilized. A financial audit is a review of the accounting system and financial information to determine how government funds were spent and whether expenditures are in compliance with the legislative body's appropriations. A performance audit consists of a review of how well the government met its stated goals.
<b>Balanced Budget</b>	Current appropriations in all funds are limited to the sum available unencumbered cash balances and revenues estimated to be received in the current budget period.
<b>Balance Sheet</b>	A financial statement that discloses the assets, liabilities, reserves and balances of a specific governmental fund as of a specific date.
<b>Bond</b>	A written promise to pay a sum of money on a specific date at a specified interest rate. The interest payments and the repayment of the principal are detailed in a bond ordinance. The most common types of bonds are general obligation and revenue bonds. These are most frequently used for construction of large capital projects, such as buildings, streets and bridges.

<b>Budget</b>	A financial plan for a specified period of time (fiscal year) that matches all planned revenues and expenditures with various municipal services.
<b>Budget Basis</b>	A basis of budgeting General government type funds prepared on a modified accrual basis. The obligations of the city are budgeted as expenditures but revenues are recognized only when they are measurable and available.
<b>Budget Amendment</b>	A legal procedure utilized by the City staff and City Council to revise a budget appropriation. The City of Mansfield's City Charter requires City Council approval through the adoption of a supplemental appropriation ordinance (which specifies both the source of revenue and the appropriate expenditures account) for any inter fund adjustments. City staff has the prerogative to adjust expenditures within a departmental budget.
<b>Budget Calendar</b>	The schedule of key dates or milestones which the City departments follow in the preparation, adoption, and administration of the budget.
<b>Budget Document</b>	The instrument used by the budget-making authority to present a comprehensive financial program to the City Council.
<b>Budgeted Funds</b>	Funds that are planned for certain uses but have not been formally or legally appropriated by the legislative body. The budget document that is submitted for Council approval is composed of budgeted funds.
<b>Budget Message</b>	The opening section of the budget which provides the City Council and the public with a general summary of the most important aspects of the budget, changes from the current and previous fiscal years, and the views and recommendations of the City Manager.
<b>Budgetary Control</b>	The control of management of a governmental unit or enterprise in accordance with an approved budget for the purpose of keeping expenditures within the limitations of available appropriations and available revenues.
<b>Capital</b>	Relatively expensive improvements that are non-recurring, have a multi-year useful life and that result in fixed assets. Capital may include equipment, streets, utilities, land and buildings.

<b>Capital Equipment Budget</b>	The portion of the annual operating budget that appropriates funds for the purchase of capital equipment items. These expenditures are often separated from regular operating items, such as salaries, utilities and office supplies. The Capital Equipment Budget includes funds for capital equipment purchases, such as typewriters, vehicles, furniture, machinery, building improvements, microcomputers and special tools, which are usually distinguished from operating items according to their value and projected useful life. The dollar varies according to the policy established by each jurisdiction.
<b>Capital Improvement Program</b>	A plan for capital expenditures to provide long-lasting physical improvements to be incurred over a fixed period of several future years.
<b>Capital Improvement Program Budget</b>	A Capital Improvement Program (CIP) Budget is a separate budget from the operating budget. Items in the CIP are usually construction projects designed to improve the value of the government assets. Examples of capital improvement projects include new roads, sewer lines, buildings, recreational facilities and large scale remodeling. The City Council receives a separate document that details the CIP costs for the upcoming fiscal year.
<b>Capital Leases</b>	A contract by which the city purchases equipment for a specified term for a specified rent.
<b>Cash Accounting</b>	A basis of accounting in which transactions are recorded when cash is either received or expended for goods and services.
<b>Cash Management</b>	The management of cash necessary to pay for government services while investing temporary cash excesses in order to earn interest revenue. Cash management refers to the activities of forecasting the inflows and outflows of cash, mobilizing cash to improve its availability for investment, establishing and maintaining banking relationships, and investing funds in order to achieve the highest interest and return available for temporary cash balances.
<b>Consolidated Annual Financial Report (CAFR)</b>	The official financial report of the city that includes an audit opinion as well as basic financial statements and supporting schedules necessary to demonstrate compliance with financial related legal and contractual provisions.
<b>Current Taxes</b>	Taxes that are levied and due within one year.
<b>Debt Services</b>	The City's obligation to pay the principal and interest of all bonds and other debt instruments to a pre-determined payment schedule.

<b>Delinquent Taxes</b>	Taxes that remains unpaid on and after the date on which a penalty for non-payment is attached.
<b>Department Purpose</b>	The primary reason for the existence of a specific department is explained through the departmental purpose statement.
<b>Department Purpose</b>	The primary reason for the existence of a specific department is explained through the departmental purpose statement.
<b>Depreciation</b>	The process of estimating and recording the lost usefulness, expired useful life or diminution of service from a fixed asset that cannot or will not be restored by repair and will be replaced. The cost of the fixed asset's lost usefulness is the depreciation or the cost to reserve in the order to replace the item at the end of its useful life.
<b>Development Fees</b>	Fees charged by the city to developers or individuals to recover the cost of services provided by the city.
<b>Disbursement</b>	Payment for goods and services in cash or by check.
<b>Donations</b>	A gift to the city that may be either monetary or non-monetary.
<b>Effective Tax Rate</b>	<p>The tax rate that would impose the same total taxes as the previous year on properties taxed in both years. In other words, the effective tax rate gives the taxing unit approximately the same amount of money to spend as it had the year before.</p> $\text{EFFECTIVE TAX RATE} = \frac{(\text{Last Year's Levy} - \text{Lost Property Levy})}{(\text{Current Total Value} - \text{New Property Value})}$
<b>Encumbrance</b>	The commitment of appropriated funds to purchase an item or service. To encumber funds means to set aside or commit funds for future expenditures.
<b>Enterprise Fund</b>	A governmental accounting fund in which the services provided are financed and operated similarly to those of a private business. The rate schedules for these services are established to insure that revenues are adequate to meet all necessary expenditures. An enterprise fund in Mansfield is established for water and sewer services.
<b>Estimated Revenue</b>	The amount of projected revenue to be collected during the fiscal year. The amount of revenue appropriated is the amount approved by Council.



<b>Expenditure</b>	<p>This term refers to the outflow of funds paid for an asset obtained or goods and services obtained regardless of when the expense is actually paid. This term applies to all funds.</p> <p>Note: An encumbrance is not expenditure. An encumbrance reserves funds to be expended.</p>
<b>Expense Object Class</b>	<p>A basis for distinguishing types of expenditures; the five major expense object class used by the City of Mansfield are: 8000 series – personnel services, 8100 series-supplies, 8200-8400 series-maintenance, 8500-8900 series-other operating, and 9000 series-capital outlay.</p>
<b>Expenses</b>	<p>Charges incurred (whether paid immediately or unpaid) for operation, maintenance, interest and other charges.</p>
<b>Fiscal Year</b>	<p>The time period designated by the City signifying the beginning and ending period for recording financial transactions. The City of Mansfield has specified October <u>1</u> to September 30 as its fiscal year.</p>
<b>Fixed Assets</b>	<p>Assets of long-term character which are intended to continue to be held or used, such as land, buildings, machinery, furniture and other equipment.</p>
<b>Full Time Equivalent Positions (FTE)</b>	<p>The amount of time a position has been budgeted on an annual basis. A Full-Time Employee (one FTE) normally works 2,080 hours on an annual basis while a part-time FTE would work 1,080 hours annually.</p>
<b>Fund</b>	<p>An accounting entity that has a set of self-balancing accounts and that records all financial transactions for specific activities or government functions. Eight commonly used funds in public accounting are: general fund, special revenue funds, debt service funds, capital project funds, enterprise funds, trust and agency funds, internal service funds, and special assessment funds.</p>
<b>Fund Balance</b>	<p>Fund balance is the excess of assets over liabilities and is therefore also known as surplus funds.</p>
<b>Full Faith and Credit</b>	<p>A pledge of the general taxing power of a government to a government to repay debt obligations (typically used in reference to bonds).</p>
<b>Function</b>	<p>A group of related programs crossing organizational (department) boundaries and aimed at accomplishing a broad goal or accomplishing a major service.</p>

<b>GASB 34</b>	Basic financial statements and management's discussion and analysis for State and Local governments. GASB 34 requires state and local governments to produce financial statements on an accrual basis in much the same manner as a private sector entity. The objective is to enhance the understanding and usefulness of the financial reports of state and local governments to the public, legislative and oversight bodies as well as investors and creditors.
<b>General Fund</b>	The largest fund within the City, the General Fund accounts for most of the financial resources of the government. General Fund revenues include property taxes, licenses and permits, local taxes, service charges, and other types of revenue. This fund usually includes most of the basic operating services, such as fire and police protection, finance, data processing, park and recreation, libraries, public works and general administration.
<b>General Ledger</b>	A file that contains a listing of the various accounts necessary to reflect the financial position of the government.
<b>General Obligation Bonds</b>	Bonds that finance a variety of public projects such as streets, buildings, and improvements; the repayment of these bonds is usually made from the General Fund, and these bonds are backed by the full faith and credit of the issuing government.
<b>Governmental Fund</b>	Funds used to account for essentially the same functions reported as governmental activities in the government-wide financial statements.
<b>Grant</b>	A contribution by a government or other organization to support a particular function. Grants may be classified as either categorical or block depending upon the amount of discretion allowed the grantee.
<b>Impact Fee</b>	A fee charged at the time of building permit issuance for roadway and utility infrastructure costs in various quadrants of the city.
<b>Interfund Transfers</b>	Amounts transferred from one fund to another.
<b>Intergovernmental Revenue</b>	Revenue received from another government for a specified purpose. In Mansfield, these funds are from the State of Texas and the Federal Government.
<b>Internal Service Fund</b>	Funds used to account for the financing of goods or services provided by one department to another department on a cost reimbursement basis.

<b>Infrastructure</b>	The underlying foundation or basic framework of the city including land, buildings, streets and utilities that tends to be permanent or have a multi-year life.
<b>Inventory</b>	A detailed listing of property currently held by the government.
<b>Invoice</b>	A bill requesting payment for goods or services by a vendor or other governmental unit.
<b>Levy</b>	To impose taxes, special assessments, or service charges for the support of City activities.
<b>Line-Item Budget</b>	A budget that lists each expenditure category (salary, <u>materials</u> , <u>telephone</u> service, travel, etc.) separately, along with the dollar amount budgeted for each specified category.
<b>Major Funds</b>	All funds including General, Enterprise, Special Revenue, and Capital Funds.
<b>Merit Incentive</b>	A salary or benefit adjustment based on an employee's overall job performance that would warrant a salary or benefit increase.
<b>Modified Accrual Accounting</b>	A basis of accounting in which expenditures are accrued but revenues are accounted for a cash basis. This accounting technique is a combination of cash and accrual accounting since expenditures are immediately incurred as a liability while revenues are not recorded until they are actually received or are "measurable" and "available for expenditure." Since this type of accounting basis is a conservative financial approach, It is recommended as the standard for most governmental funds.
<b>Object Code</b>	An expenditure category, such as salaries, supplies, or vehicles.
<b>Operating Budget</b>	The portion of the budget that pertains to daily operations that provides basic governmental services. The operating budget contains appropriations for such expenditures as personnel, supplies, utilities, materials, travel and fuel.
<b>Operating Fund</b>	A fund restricted to a fiscal budget year.
<b>Performance Budget</b>	A budget that focuses upon activities rather than line items. Work load and unit cost data are collected in order to assess the efficiency of services. Typical data collected might include miles of streets paved per year, cost of paved streets per mile, tons of garbage collected per man hour, or cost per man hour of garbage collection.
<b>Performance Measures</b>	Specific quantitative and qualitative measures of work performed as an objective of the department.

<b>Program Budget</b>	A budget that focuses upon the goals and objectives of an agency or jurisdiction rather than upon its organizational budget classes of expenditure.
<b>Project</b>	Something that is contemplated or planned, a large or major undertaking, esp. one involving considerable money, personnel, and equipment.
<b>Propose</b>	To offer for consideration, acceptance, or action.
<b>Property Tax</b>	Property taxes are levied on both real and personal property according to the property's valuation and the tax rate.
<b>Proprietary Fund</b>	Funds to provide the same type of information as the government-wide fund statements except in more detail.
<b>Reconciliation</b>	A detailed summary of increases and decreases in departmental expenditures from one budget year to another.
<b>Revenue</b>	Funds that the government receives as income. It includes such items as tax payments, fees from specific services, receipts from other governments, fines, forfeitures, grants, shared revenues and interest income.
<b>Revenue Bonds</b>	Bonds usually sold for constructing a project that will produce revenue for the government. The revenue is used to pay the principal and interest of the bond.
<b>Requisition</b>	A written request from a department to the Budget/Accounting office for specific goods or services. This action precedes the authorization of a purchase order.
<b>Reserve</b>	An account used to indicate that a portion of a fund's balance is legally restricted for a specific purpose and is, therefore, not available for general appropriation.
<b>Risk Management</b>	An organized attempt to protect a government's assets against accidental loss in the most economical method.
<b>Source of Revenue</b>	Revenues are classified according to their source or point of origin.
<b>Strategic Plan</b>	A multi-year financial, operational and capital plan designed to serve as a guide to future capital improvements, staffing and operational requirements as well as projected funding sources over a specified time frame. The Strategic Plan is updated on an annual basis.

<b>Tax Duplicate</b>	A listing of all taxable properties (real and personal) located within the City's boundaries and the assessed valuation of each parcel as determined by the Tarrant County Appraisal District. Another term for tax roll.
<b>TIRZ</b>	Tax Increment Reinvestment Zone.
<b>Unencumbered Balance</b>	The amount of an appropriation that is neither expanded nor encumbered. It is essentially the amount of money still available for future purchases.
<b>Working Capital</b>	The amount of funds available for use in the form of cash or other assets after deductions for liabilities.
<b>Voucher</b>	A document indicating that a transaction has occurred. It usually contains the accounts related to the transaction.

**CITY OF MANSFIELD, TEXAS**  
**ANNUAL OPERATING BUDGET**  
**FOR FISCAL YEAR 2013-2014**

The 2013-2014 budget will raise more revenues from property taxes than last year's budget by an amount of \$1,957,340 which is an increase of 4.39% increase from last year's budget. The Property Tax revenue to be raised from new property added to the tax roll is \$689,419.

City Council Record Vote

The members of the governing body voted on the adoption of the 2013-2014 budget as follows:

FOR:

Mayor David Cook, Mayor Pro-Tem Stephen Lindsey, Council Members Larry Broseh, Darryl Haynes, Wendy Burgess, Brent Newsom and Cory Hoffman.

AGAINST:

NONE

PRESENT AND NOT VOTING:

NONE

ABSENT:

NONE

<b>TAX RATE</b>	<b>ADOPTED BUDGET 2013-2014</b>	<b>ADOPTED BUDGET 2012-2013</b>
Property Tax Rate	0.71000	0.71000
Effective Tax Rate	0.680123	0.722779
Effective M & O Rate	0.428485	0.459655
Rollback Rate	0.710273	0.781100
Debt Rate	0.247510	0.284673

**2013 PROPERTY TAX RATES  
In the CITY OF MANSFIELD**

This notice concerns 2013 property tax rates for CITY OF MANSFIELD. It presents information about three tax rates. Last year's tax rate is the actual rate the taxing unit used to determine property taxes last year. This year's effective tax rate would impose the same total taxes as last year if you compare properties taxed in both years. This year's rollback tax rate is the highest tax rate the taxing unit can set before taxpayers can start tax rollback procedures. In each case these rates are found by dividing the total amount of taxes by the tax base (the total value of taxable property) with adjustments as required by state law. The rates are given per \$100 of property value.

**Last year's rate:**

Last year's operating taxes	\$19,019,602
Last year's debt taxes	\$10,913,937
Last year's total taxes	\$29,933,539
Last year's base tax	\$4,215,991,408
Last year's total tax rate	0.710000/\$100

**This year's effective tax rate:**

Last year's adjusted taxes (after subtracting taxes on lost property)	\$28,445,320
This year's adjusted tax base (after subtracting value of new property)	\$4,182,374,658
= This year's effective tax rate (Maximum rate unless unit publishes notices and holds hearings)	0.680123/\$100

**This year's rollback tax rate:**

Last year's adjusted operating taxes (after subtracting taxes on lost property and adjusting for any transferred function, tax increment financing, state criminal justice mandate, and/or enhanced indigent health care expenditures)	\$17,920,828
÷ This year's adjusted tax base	\$4,182,374,658
= This year's effective operating rate	\$0.428485/\$100
x 1.08 – this year's maximum operating rate	0.462763/\$100
+ This year's debt rate	0.247510/\$100
- This year's rollback rate	0.710273/\$100

**Statement of Increase/Decrease**

If the City of Mansfield adopts a 2013 tax rate equal to the effective tax rate of \$0.680123 per \$100 value, taxes would decrease compared to 2012 taxes by \$827,839.

**Schedule A**

**Unencumbered Fund Balance**

The following estimated balances will be left in the unit's property tax accounts at the end of the fiscal year. Those balances are not encumbered by a corresponding debt obligation.

<u>Type of Property Tax Fund</u>	<u>Balance</u>
General Fund	\$10,482,212
Debt Service	\$954,189

### Schedule B – 2014 Debt Service

The unit plans to pay the following amounts for long-term debts that are secured by property taxes. These amounts will be paid from property tax revenues (or additional sales tax revenues, if applicable).

Total Description of Debt Payment	Principal or Contract Payment To be Paid from	Interest to be Paid from	Other Amounts	
	Property Taxes	Property Taxes	to be	Paid
General Obligation Bonds Refunding, Series 2004	\$1,530,000	\$306,388	\$0	\$1,836,388
General Obligation Bonds, Series 2004A	\$400,000	\$46,950	\$0	\$446,950
General Obligation Refunding Bonds 2005	\$760,000	\$148,766	\$0	\$908,766
General Obligation Bonds Series 2006	\$310,000	\$220,316	\$0	\$530,316
General Obligation Bonds Series 2007	\$225,000	\$180,557	\$0	\$405,557
Combination Tax & Revenue Certificates of Obligation 2007	\$140,000	\$114,832	\$0	\$254,832
General Obligation Bonds Series 2007A	\$180,000	\$271,055	\$0	\$451,055
General Obligation Bonds Series 2007B	\$210,000	\$192,619	\$0	\$402,619
Certificates of Obligations Taxable Series 2007A	\$50,000	\$43,766	\$0	\$93,766
General Obligation Bonds Series 2008	\$110,000	\$156,150	\$0	\$266,150
Combination Tax & Revenue Certificates of Obligation 2008	\$555,000	\$593,056	\$0	\$1,148,056
General Obligation Refunding Bond Series 2009	\$795,000	\$256,112	\$0	\$1,051,112
Combination Tax & Revenue Certificates of Obligation 2011	\$115,000	\$116,519	\$0	\$231,519
General Obligation Refunding Bond Series 2011	\$1,300,000	\$228,681	\$0	\$1,528,681
Combination Tax & Revenue Certificates of Obligation 2012	\$130,000	\$109,572	\$0	\$239,572
Combination Tax & Revenue Refunding Bond Series 2012	\$30,000	\$182,384	\$0	\$212,384
Combination Tax & Revenue Certificates of Obligation 2013	\$105,000	\$124,962	\$0	\$229,962
Certificates of Obligation 2013	\$200,000	\$164,175	\$0	\$364,175
General Obligation Refunding Bond Series 2013	\$290,000	\$129,375	\$0	\$419,375
General Obligation Refunding Bonds Taxable 2013	\$210,000	\$74,750	\$0	\$284,750
Total required for 2014 debt service				\$11,305,985
-Amount (if any) paid from funds listed in Schedule A				\$0
-Amount (if any) paid from other resources				\$0
-Excess collections last year				\$0
=Total to be paid from taxes in 2014				\$11,305,985
Paying Agent Fees				\$19,000
+Amount added in anticipation that the unit will collect only 100.00% of its taxes in 2013				\$0
=Total debt levy				\$11,324,985

This notice contains a summary of actual effective and rollback tax rates' calculations.  
You can inspect a copy of the full calculations at 100 E. Weatherford Street, Fort Worth, Texas 76102.

Name of person preparing this notice: Ron Wright  
Title: Tarrant County Tax Assessor-Collector  
Date prepared: July 30, 2013



ORDINANCE NO. OR-1885-13

AN ORDINANCE OF THE CITY OF MANSFIELD, TEXAS, LEVYING THE AD VALOREM TAXES FOR THE FISCAL YEAR 2014 AT A RATE OF \$0.7100 PER ONE HUNDRED DOLLARS (\$100.00) ASSESSED VALUATION ON ALL TAXABLE PROPERTY WITHIN THE CORPORATE LIMITS OF THE CITY AS OF JANUARY 1, 2013, TO PROVIDE REVENUES FOR THE PAYMENT OF CURRENT EXPENDITURES AND TO PROVIDE AN INTEREST AND SINKING FUND ON ALL OUTSTANDING DEBTS OF THE CITY; THIS TAX RATE WILL RAISE MORE TAXES FOR THE MAINTENANCE AND OPERATIONS THAN LAST YEARS TAX RATE; THE TAX RATE WILL EFFECTIVELY BE RAISED BY 4.39% AND WILL RAISE TAXES FOR THE MAINTENANCE AND OPERATIONS ON A \$100,000 HOME BY APPROXIMATELY \$19.48; PROVIDING FOR DUE AND DELINQUENT DATES TOGETHER WITH PENALTIES AND INTEREST; AND DECLARING AN EFFECTIVE DATE

WHEREAS, the City Council has conducted the necessary public hearings as required by state and local statutes, and has complied with the Open Meetings Act.

NOW, THEREFORE, BE IT ORDAINED BY THE COUNCIL OF THE CITY OF MANSFIELD, TEXAS, OF TARRANT, ELLIS AND JOHNSON COUNTIES THAT:

**SECTION 1.** That there be and is hereby levied for the fiscal year 2014 on all taxable property, real, personal, and mixed, situated within the limits of the City of Mansfield, Texas, and not exempt by the Constitution of the State and valid State laws, a tax of \$0.71000 on each One Hundred Dollars (\$100.00) assessed value of taxable property, and shall be apportioned and distributed as follows:

(a) For the purpose of defraying the current expenditures of the municipal government of the City, a tax of \$0.46249 on each One Hundred Dollars (\$100.00) assessed value on all taxable property.

(b) For the purpose of creating a sinking fund to pay the interest and principal on all outstanding bonds of the City, not otherwise provided for, a tax of \$0.247510 on each One Hundred Dollars (\$100.00) assessed value of all taxable property within the City which shall be applied to the payment of such interest and maturities of all outstanding bonds.

**SECTION 2.** That all ad valorem taxes shall become due and payable on October 1, 2013, and all ad valorem tax for the year shall become delinquent after January 31, 2014. There shall be no discount for payment of taxes prior to January 31, 2014. A delinquent tax shall incur all penalty and interest authorized by law (33.01 SPTC), to wit: a penalty of six percent of the amount of the tax for the first calendar month it is delinquent plus one percent for each additional month or portion of a month the tax remains unpaid prior to July 1 of the year in which it becomes delinquent.

Provided, however, a tax delinquent on July 1 incurs a total penalty of twelve percent of the amount of the delinquent tax without regard to the number of months the tax has been delinquent. A delinquent tax shall also accrue interest at a rate of one percent for each month or

portion of a month the tax remains unpaid. Taxes that remain delinquent on July 1, 2013, incur an additional penalty of twenty percent of the amount of taxes, penalty, and interest due; such additional penalty is to defray costs of collection due to contract with the City's Tax Collection Attorney pursuant to Section 33.07 of the Property Tax Code.

**SECTION 3.** If you are 65 or older, you may pay your current taxes on your home in four installments. You must pay at least one-fourth of your taxes before February 1 (delinquency date). The remaining payments are due before April 1, June 1, and August 1, without any penalty and interest. And, an over-65 homeowner can defer payment of the taxes.

**SECTION 4.** Taxes are payable at 100 E. Weatherford, Room 102C, Fort Worth, Texas 76196-0301 at the office of the Tarrant County Tax Assessor-Collector. The County shall have available all rights and remedies provided by law for the enforcement of the collection of taxes levied under this Ordinance.

**SECTION 5.** That the tax rolls, as presented to the City Council, together with any supplement thereto, be, and the same are hereby approved.

**SECTION 6.** The fact that it is necessary that this ordinance be enacted in order to authorize the collection of ad valorem taxes for the year 2013, this ordinance shall take effect from and after its passage as the law in such cases provides.

*PASSED AND ADOPTED* on the first reading this 9<sup>th</sup> day of September, 2013.

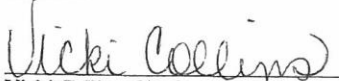
*PASSED AND ADOPTED* on the second reading this 10th day of September, 2013.

*PASSED AND ADOPTED* on the third and final reading this 11th day of September, 2013.



David L. Cook, Mayor

ATTEST:

  
Vicki Collins, City Secretary

APPROVED AS TO FORM AND LEGALITY

  
City Attorney

13-0660  
13-0664  
13-0662

ORDINANCE NO. OR-1884-13

AN ORDINANCE ADOPTING A BUDGET FOR THE ENSUING FISCAL YEAR BEGINNING OCTOBER 1, 2013 AND ENDING SEPTEMBER 30, 2014, IN ACCORDANCE WITH THE CHARTER OF THE CITY OF MANSFIELD, APPROPRIATING THE VARIOUS AMOUNTS THEREOF, AND REPEALING ALL ORDINANCES OR PARTS OF ORDINANCES IN CONFLICT HEREWITH; PROVIDING FOR PUBLIC HEARINGS; PROVIDING FOR PUBLICATION OF THIS ORDINANCE AND FOR AN EFFECTIVE DATE

WHEREAS, the City Manager of the City of Mansfield, of Tarrant, Ellis and Johnson Counties, has submitted to the City Council a proposed budget of the revenues of said City and the expenditures of conducting the affairs thereof and providing a complete financial plan for 2013-2014, and which said proposed budget has been compiled from detail information obtained from the divisions, departments, of offices of the City; and,

WHEREAS, the City Council has conducted the necessary public hearings as required by all state and local statutes, and has complied with the Open Meetings Act.

NOW, THEREFORE, BE IT ORDAINED BY THE COUNCIL OF THE CITY OF MANSFIELD, TEXAS, THAT:

SECTION 1. That the proposed budget of the revenues of the City of Mansfield and the expenditures of conducting the affairs thereof, providing a complete financial plan for the ensuing fiscal year beginning October 1, 2013 and ending September 30, 2014, as submitted to the City Council by the City Manager of said City, be, and the same is in all things adopted and approved as the budget of all current expenditures as well as fixed charges against said City for the fiscal year beginning October 1, 2013 and ending September 30, 2014.

SECTION 2. That the sum of \$41,928,606 is hereby appropriated out of the General Fund for the payment of operation expenses and capital outlay of the City Government as established in the approved budget document.

SECTION 3. That the sum of \$11,941,800 is hereby appropriated out of the General Obligation Debt Service Fund paying principal and interest due on general obligation debt as it matures and creating a sinking fund thereof.

SECTION 4. That the sum of \$509,020 is hereby appropriated out of the Hotel Motel Tax Fund for the purpose of promoting tourism.

SECTION 5. That the sum of \$4,882,905 is hereby appropriated out of the Mansfield Parks Facilities Development Corporation for the purpose of constructing recreational and cultural facilities and other related costs.

**SECTION 6.** That the sum of \$1,243,573 is hereby appropriated out of the Mansfield Parks Facilities Development Corporation for the purpose of paying interest and principal requirements on its revenue bonds.

**SECTION 7.** That the sum of \$5,963,057 is hereby appropriated out of the Mansfield Parks Facilities Development Corporation Parks Construction Fund for the purpose of paying for the development and construction of parks.

**SECTION 8.** That the sum of \$9,506,948 is hereby appropriated out of the Law Enforcement Complex - Jail Operations Fund for the purpose of paying operating expenses and capital outlay for the operations of the Law Enforcement Complex.

**SECTION 9.** That the sum of \$14,145,700 is hereby appropriated out of the Street Construction Fund for the purpose of constructing permanent street improvements and other related costs.

**SECTION 10.** That the sum of \$602,034 is hereby appropriated out of the Drainage Utility Fund for the purpose of operating expenses for the operations thereof as established in the approved budget document.

**SECTION 11.** That the sum of \$526,670 is hereby appropriated out of the Drainage Debt Service Fund for the purpose of paying interest and principal requirements on its revenue bonds.

**SECTION 12.** That a sum \$1,915,685 is hereby appropriated out of the Equipment Replacement Fund for the purpose of purchasing new or replacement equipment.

**SECTION 13.** That the sum of \$18,786,195 is hereby appropriated out of the Water and Sewer revenues for the purpose of paying operating expenses, interfund transfers, and capital outlay for the operation thereof as established in the approved budget document.

**SECTION 14.** That the sum of \$6,313,316 is hereby appropriated out of the Water and Sewer Revenue Debt Fund for the purpose of paying interest and principal requirements on water and sewer revenue bonds.

**SECTION 15.** That the sum of \$15,387,599 is hereby appropriated out of the Utility Construction Fund for the purpose of making permanent improvements to the utility system and other related costs.

**SECTION 16.** That the sum of \$4,351,505 is hereby appropriated out of the Building Construction Fund for the purpose of making permanent improvements and construction of Animal Control Expansion, Communications Expansion and Tactical Training Center.

**SECTION 17.** That the sum of \$817,514 is hereby appropriated out of the Drainage Construction Fund for the purpose of making permanent improvements to the utility system and other related costs.

**SECTION 18.** That the sum of \$4,734,791 is hereby appropriated out of the Economic Development Fund for the purpose of Economic Development and other related costs.

**SECTION 19.** That the sum of \$1,315,521 is hereby appropriated out of the MEDC Debt Service Fund for the purpose of paying interest and principal requirements on its revenue bonds.

**SECTION 20.** That the sum of \$2,701,995 is hereby appropriated out of the MEDC Construction Fund for the purpose of making permanent improvements to approved economic development projects.

**SECTION 21.** That the sum of \$860,093 is hereby appropriated out of the Tree Mitigation Fund for the purpose of paying operating expenses.

**SECTION 22.** That the sum of \$58,701 is hereby appropriated out of the Juvenile Case Management Fund for the purpose of paying operating expenses.

**SECTION 23.** That the State of Texas did authorize a vote of the people on an amendment to the Texas Constitution permitting an exemption of the assessed valuation of resident homesteads of persons sixty-five years of age or older, and such amendment was voted on by the electorate of the State of Texas and was duly adopted by the residents of the State of Texas. That resident homesteads of persons Sixty-Five (65) years of age or older shall be entitled to receive a Fifty Thousand and 00/100 Dollars (\$50,000) exemption of the assessed valuation of said resident homestead. That this ordinance shall take effect immediately from and after its passage in accordance with the provisions of the Charter of the City of Mansfield and it is accordingly so ordained.

**SECTION 24.** That the City is eligible to participate in the Post Retirement Health Care Plan Trust and Plan Agreement performing an essential governmental function within the meaning of Section 115 of the Internal Revenue Code and appoints the City Manager, his/her successor or his/her designee as the City Plan Administrator for the Program as required in GASB 45. The City's Plan administrator is authorized to execute legal documents and take actions as necessary to maintain the program. The city is also eligible to participate in an alternate retirement system other than the Social Security System for seasonal, part time and temporary employees. The plan complies with Internal Revenue Code 3121 (b)(7)(F) and will reduce the city's contribution rate.

**SECTION 25.** At any time during the fiscal year, the City Manager may transfer part or all of any unencumbered appropriation balance among programs within a department, office, or agency. Transfers between departments or funds require council approval.

**SECTION 26.** That Ordinances or parts of Ordinances in conflict herewith are hereby repealed.

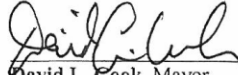
**SECTION 27.** That this Ordinance shall be and remain in full force and effect from and after its final passage and publication as herein provided.

**SECTION 28.** That a public meeting was held before the City Council as a committee as a whole, August 26, 2013 AND September 3, 2013, and that due notice of said public meeting was published twice (2) in a newspaper having general circulation and on the City of Mansfield website and in the City of Mansfield; that following said public meeting and after the third and final reading hereof, this Ordinance shall be published in a newspaper having general circulation in the City of Mansfield, Texas.

*PASSED AND ADOPTED* on the first reading this 9th day of September 2013.

*PASSED AND ADOPTED* on the second reading this 10th day of September 2013.

*PASSED AND ADOPTED* on the third and final reading this 11th day of September 2013.

  
\_\_\_\_\_  
David L. Cook, Mayor

ATTEST:

  
\_\_\_\_\_  
Vicki Collins, City Secretary

APPROVED AS TO FORM AND LEGALITY:

  
\_\_\_\_\_  
Craig Magnus  
City Attorney

